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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Observations and recommendations on cross-cutting issues related to peacekeeping operations

Report of the Advisory Committee on Administrative and Budgetary Questions

Contents

		Page
	Abbreviations	3
I.	Introduction	5
II.	Reports of the Secretary-General on the financing of peacekeeping operations	5
	A. General observations and recommendations	5
	B. Financial and budgetary management	11
	C. Cooperation between missions	22
	D. Civilian personnel	26
	E. Training in peacekeeping	35
	F. Operations	37
III.	Special measures for protection from sexual exploitation and sexual abuse	65
IV.	Progress in the implementation of the global field support strategy	68
	A. Introduction	68
	B. General comments and observations	68
	C. Observations and recommendations on the individual pillars of the global field support strategy	71

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D. Conclusions and recommendations 83

V. Conclusion 83

Annexes

I. Reports considered by the Advisory Committee on Administrative and Budgetary Questions on issues related to peacekeeping 84

II. Resource requirements for the implementation of Umoja in the field, 2014-2015 87

III. Actual and projected vacancy rates for all categories of civilian personnel 89

IV. Elements of common staff costs 92

V. Summary of proposed conversions to national staff, 1 July 2014 to 30 June 2015 93

VI. Scope and cost of mine action activities in peacekeeping missions 95

VII. List of major construction projects of a value of over $1 million for the period 2013/14 97

VIII. List of major construction projects of a value of over $1 million for the period 2014/15 99

IX. Resources requirements for the implementation of Umoja by financial period and peacekeeping mission 101

X. Communications and Information Technology personnel under all categories of personnel 102

XI. Nature of allegations for peacekeeping and special political missions supported by the Department of Field Support, for the year 2013 104

Abbreviations

AMISOM	African Union Mission in Somalia
BINUCA	United Nations Integrated Peacebuilding Office in the Central African Republic
IMIS	Integrated Management Information System
IPSAS	International Public Sector Accounting Standards
MINURCAT	United Nations Mission in the Central African Republic and Chad
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in Central African Republic
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUC	United Nations Organization Mission in the Democratic Republic of the Congo
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
ONUB	United Nations Operation in Burundi
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNDOF	United Nations Disengagement Observer Force
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNISFA	United Nations Interim Security Force for Abyei
UNLB	United Nations Logistics Base at Brindisi, Italy
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIS	United Nations Mission in the Sudan
UNMISS	United Nations Mission in South Sudan
UNMIT	United Nations Integrated Mission in Timor-Leste
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOCI	United Nations Operation in Côte d'Ivoire

UNSMIS	United Nations Mission in Syria
UNSOA	United Nations Support Office for the African Union Mission in Somalia
UNTSO	United Nations Truce Supervision Organization

I. Introduction

1. The present report contains the observations and recommendations of the Advisory Committee on Administrative and Budgetary Questions on cross-cutting issues relating to the financing of peacekeeping operations. In section II below, the Advisory Committee addresses matters arising from the reports of the Secretary-General on peacekeeping operations, including, where relevant, reference to recommendations or observations of the Board of Auditors. A separate report of the Committee on the report of the Board of Auditors on the accounts of the United Nations peacekeeping operations for the financial period ended 30 June 2013 is contained in document A/68/843. The observations and recommendations of the Committee on the reports of the Secretary-General on special measures for protection from sexual exploitation and abuse (A/68/756) and on progress in the implementation of the global field support strategy (A/68/637) are contained in sections III and IV below, respectively. The list of the documents related to peacekeeping that were considered by the Committee during its winter 2014 session is provided in annex I to the present report. During its consideration of the cross-cutting issues relating to the financing of peacekeeping operations, the Committee met with representatives of the Secretary-General, who provided additional information and clarification, concluding with written responses received on 1 May 2014.

2. The Advisory Committee notes that the General Assembly, having considered the previous report of the Committee on cross-cutting issues (A/67/780), did not take action on a resolution on that subject during its previous consideration of peacekeeping matters during the sixty-seventh session. In the present report, the Committee draws on some of the observations and recommendations it made in that report and where, in the view of the Committee, their observations and recommendations continue to be valid, they will be restated in the report below and/or adapted based on most recent developments.

II. Reports of the Secretary-General on the financing of peacekeeping operations

A. General observations and recommendations

3. In paragraph 2 of his report on the overview of the financing of peacekeeping operations (A/68/731), the Secretary-General states that the Organization is engaged in 15 active peacekeeping operations. He indicates that during 2013, the demand for peacekeeping operations continued to grow, with the authorization of the establishment of a new peacekeeping mission in Mali (MINUSMA), the strengthening of MONUSCO with the establishment of a Force Intervention Brigade and planning efforts under way in the Central African Republic and Somalia. A new United Nations peacekeeping mission in the Central African Republic (MINUSCA) was subsequently established on 10 April 2014 under Security Council resolution 2149 (2014). The resource requirements for this new Mission are not included in either the Secretary-General's overview report or in the Committee's observations contained in the present report.

4. During its consideration of the Secretary-General's latest overview report, the Advisory Committee was provided with updated figures in terms of the overall proposed resource requirements for 2014/15 as of 8 April 2014.[1] Table 1 below reflects the updated figures and provides an overview of the resources allocated and personnel deployed in peacekeeping missions since 2007/08.

Table 1

Overview of financial and human resources for peacekeeping operations (as of 8 April 2014)

(Thousands of United States dollars)

Peacekeeping component	*2007/08*	*2008/09*	*2009/10*	*2010/11*	*2011/12*	*2012/13*	*2013/14*	*2014/15*
	Actual						*Approved*	*Projected*
Financial resources (gross)								
Peacekeeping missions and UNSOA	6 013.9	6 781.8	7 200.2	7 175.8	7 152.9	6 889.3	7 429.3	7 024.2
UNLB	40.2	44.3	57.9	68.1	64.3	68.6	68.5	71.5
Support account (includes enterprise resource planning project)	222.5	272.0	318.5	341.4	344.8	329.7	327.4	327.4
Total	**6 276.6**	**7 098.1**	**7 576.6**	**7 585.3**	**7 562.0**	**7 287.6**	**7 825.2**	**7 423.4**
Subtotal, UNLB and support account	**262.7**	**316.3**	**376.4**	**409.5**	**409.1**	**398.3**	**395.9**	**398.9**
Ongoing missions (includes UNMOGIP and UNTSO; excludes UNSOA)	17	18	17	16	16	16	15	15
				Approved				
Number of personnel								
United Nations uniformed personnel[a]	113 128	117 020	113 613	111 537	112 554	110 098	113 326	115 504
AMISOM uniformed personnel[b]	–	8 270	8 270	8 270	12 270	17 731	22 276	22 276
Civilian personnel in missions[c]	27 801	28 665	26 927	26 391	24 291	23 694	22 800	21 875
Civilian personnel to support missions[d]	1 420	1 677	1 759	1 919	1 859	1 852	1 855	1 867

[a] Highest level of personnel authorized by the Security Council; includes UNMOGIP and UNTSO.

[b] Highest level of personnel authorized.

[c] Excludes UNLB and the support account but includes UNTSO, UNMOGIP and UNSOA.

[d] Posts funded from the support account and UNLB.

[e] The projected figures are considered to be "provisional" given that the UNMISS resources are based on request for commitment authority for six months. The figures exclude a request for commitment authority for MINUSCA dated 10 April 2014.

5. The table above indicates that the total resources requested for the 2014/15 period amount to $7.4 billion, reflecting a reduction of $401.8 million, or 5.1 per cent, when compared to the 2013/14 period. However, the Advisory Committee notes that the figures only include a projection for UNMISS based on the request of a commitment authority for six months and that amounts requested for the newly established mission in the Central African Republic are not included in the projections.

[1] The Secretary-General's overview report (A/68/731) was subsequently reissued for technical reasons on 15 April 2014 and reflects the updated figures.

6. **The Advisory Committee notes that a 12-month extrapolation of the resources currently requested for UNMISS for the 6-month period ending 31 December 2014 would result in an overall increase in the projected level of gross expenditure for all peacekeeping operations as compared to the 2013/14 period. In addition, the resource requirements for MINUSCA have yet to be determined. In light of the considerable variation in overall figures between the time of issuance of the Secretary-General's overview report and the time of the General Assembly's consideration of that report and the respective peacekeeping budget proposals in the upcoming resumed session, the Committee recommends that updated information be provided on the overall resource requirements for peacekeeping missions in 2014/15 at that time.**

7. As far as the number of personnel deployed to peacekeeping is concerned, table 1 also includes the number of uniformed and civilian personnel in missions, which is summarized in the lower portion of the table. Over the past eight years, the number of United Nations uniformed personnel has fluctuated marginally from year to year, though it has remained continuously above 110,000. In addition, since its establishment in 2008/09, the number of AMISOM uniformed personnel, for which the United Nations provides logistical support, has grown from 8,270 to 22,276. In contrast, the number of civilian personnel in missions reached a peak of 28,665 in 2008/09 and has progressively decreased since that time. In 2014/15, the projected number of civilian personnel (21,875) would be 24 per cent lower than the number in 2008/09.

8. In paragraph 85, the Secretary-General also indicates that the breakdown of expenditure throughout all peacekeeping missions is as follows: 44 per cent entails direct costs for troop- and police-contributing countries (including legislated payments for military and police contributions and capability, rations and rotation movements); 22 per cent was disbursed for civilian personnel; and 34 per cent was disbursed for operational costs (excluding self-sustainment). Further details and discussion on the budget performance for the 2012/13 period, anticipated expenditure for the 2013/14 period and proposed budgets for the 2014/15 period are contained in paragraphs 26 to 33 below. Discussion with regard to the Secretariat's cost-reduction and efficiency measures, much of which focus on operational costs, are contained in paragraphs 34 to 42 below.

Implementation of International Public Sector Accounting Standards and the enterprise resource planning system

International Public Sector Accounting Standards

9. The Advisory Committee, in its last cross-cutting report, noted the intention of peacekeeping operations to prepare IPSAS-compliant financial information commencing 1 July 2013 (A/67/780, para. 8). Financial statements relating to these operations would therefore be IPSAS-compliant for the year ending 30 June 2014. In its report, the Committee also noted the concerns of the Board of Auditors with regard to implementation of this project, including lack of commitment and accountability of top mission management for IPSAS implementation, delays concerning the implementation of several major tasks and deficiencies in feedback or guidance from Headquarters. However, during its discussions with Secretariat officials in this connection, the Committee was informed that remedial actions had been taken and implementation was largely proceeding as planned (ibid., para. 9).

10. In his latest overview report, the Secretary-General states that encouraging progress has been made in all field missions with respect to IPSAS implementation. Pre-implementation activities, such as updating mission standard operating procedures, training activities, re-engineering of processes (in particular regarding the receipt and inspection of assets), collection of assets data and enhancement of the assets-management system has, according to the report, been largely completed (A/68/731, paras. 220-221). The Secretary-General also states that the first benefits of introducing IPSAS are beginning to be realized in terms of strengthened accountability, property control, accuracy of data on assets and improved management of mission asset portfolios. Physical verification of non-expendable property has improved, reaching a 99 per cent verification rate throughout peacekeeping missions as of 30 June 2013 (ibid., para. 222).

11. In its report on the peacekeeping operations for the period ended 30 June 2013 (A/68/5 (Vol. II), chap. II), the Board of Auditors indicated an increased confidence that IPSAS-compliant financial statements would be successfully produced given the progress made in addressing prior concerns relating to the project's implementation. The Board noted, however, the continuing need to agree on an appropriate inventory accounting policy, to validate the real estate valuations and to better tailor IPSAS guidance to mission circumstances (ibid., para. 15). More detailed observations and recommendations of the Advisory Committee are contained in its report on the recommendations of the Board and the related actions of the Secretary-General to implement those recommendations (A/68/843).

12. In his latest overview report, the Secretary-General indicates that the Departments of Field Support and Management will continue to refine different elements to ensure maximum compliance with IPSAS standards for property, plant and equipment inventory, including the appropriate valuation methodology and policy. The Departments will further continue to focus on the realization of benefits in the area of property management, including better long-term resource planning activities (A/68/731, para. 223). **The Advisory Committee notes the ongoing progress made in implementing IPSAS throughout all peacekeeping missions. The Committee looks forward to an assessmeat of the first year of implementation, together with an analysis of the benefits achieved and those yet to be realized. Lessons learned in this regard should be incorporated into the IPSAS implementation plans throughout the wider Secretariat.**

Umoja implen entation

13. With regard to Umoja, the Secretariat's enterprise resource planning project, the Secretary-General, in his fifth progress report on the project (A/68/375 and Add.1), indicates that the implementation of a pilot project on the roll-out of the Umoja foundation phase in UNIFIL was completed in July 2013. This action was followed by the roll-out of the same phase to all peacekeeping missions on 1 November 2013. In his overview report, the Secretary-General indicates that this implementation required significant modifications to existing networks and infrastructure, including the installation of additional bandwidth and the creation of an "Umoja Net" to ensure satisfactory performance levels for users in the field (A/68/731, para. 200). In addition, the Secretary-General indicates that the required interfaces have been developed to ensure compatibility with electronic management systems used in peacekeeping operations, such as Galileo, the asset management system currently used in missions. The Secretary-General also states that progress

has been made to ensure Umoja compatibility with both the air transportation management system and the electronic fuel and rations management systems (ibid., para. 201).

14. The Board of Auditors, in its most recent report on peacekeeping operations, has indicated that the implementation of Umoja, together with IPSAS and the global field support strategy, present a major opportunity to improve the way in which United Nations operations are managed and backstopped (see A/68/5 (Vol.II), summary). The Advisory Committee also recalls the comments of the Board on the implementation of Umoja throughout the entire Secretariat, in which it, inter alia, highlighted the need to fully exploit the potential to achieve more efficient and effective administrative processes, and to agree on a future service delivery model for the United Nations (see also the Advisory Committee's comments on the Secretary-General's fifth progress report on the implementation of Umoja (A/68/7/Add.7) as well as in section IV below on the implementation of the global field support strategy and the development of a global service delivery model).

15. In the context of its review of peacekeeping performance reports and budget proposals, the Advisory Committee notes that there have been some difficulties in generating timely and accurate financial information for the current financial period owing to unforeseen obstacles and delays arising from the generation of reports following the implementation of Umoja. In the normal course of its winter session, the Committee is typically provided with, inter alia, information on the current and projected expenditure for the ongoing performance period (in this case, 1 July 2013 to 30 June 2014) during its consideration of the proposed mission budgets for the forthcoming financial period. This year, the provision of this information was delayed by approximately a month.

16. In this regard, the Secretary-General, in his overview report, states that for the deployment of Umoja and the implementation of IPSAS, the Secretariat's chart of accounts has been refined to both harmonize across all funding sources and modernize the descriptions (A/68/731, para. 29). The Secretary-General indicates that while Umoja's capture and reporting of financial data is much richer than the existing IMIS and Sun systems, thereby allowing additional capabilities for reporting, the rationalization of the United Nations chart of accounts may present some challenges owing to inherent difficulties in mapping current data objects one-to-one in the new chart of accounts (ibid.). In order to explain some of these transitional difficulties, the Controller made an oral presentation to the Advisory Committee on 13 March 2014 in which she stressed that the introduction of Umoja represented a fundamentally different way of doing business for the Organization and outlined some of the specific challenges inherent in consolidating and reconciling data contained in multiple systems previously in place.

17. **The Advisory Committee recognizes that the introduction of Umoja and IPSAS constitutes an important shift in the management and reporting of the Organization's activities. While acknowledging the transitional challenges inherent in introducing changes of this magnitude concurrently throughout multiple field locations and systems, the Committee expects that every effort will be made to address the observations of the Board of Auditors concerning the implementation of Umoja.**

18. **More specifically, the Advisory Committee expects that the difficulties encountered in providing timely, accurate and comparable financial**

information for the current financial period will be resolved expeditiously to ensure proper monitoring and accountability for resource usage in the future. The Committee trusts that work to ensure appropriate interfaces between systems operating in field missions, as well as those in-house applications either under development or being piloted, is nearing completion. The Committee's most recent detailed observations and recommendations on the implementation of Umoja are contained in its aforementioned report on the fifth progress report on the enterprise resource planning project (A/68/7/Add.7).

19. Regarding the costs incurred by missions to implement Umoja and other enterprise systems, tables 10 and 11 in the Secretary-General's overview report (A/68/731) contain a breakdown of the additional resources required for the 2014/15 period, totalling $37.3 million throughout all peacekeeping operations. Upon request, the Advisory Committee was provided with an additional breakdown of all Umoja and enterprise-related expenditure, which is contained in annex II to the present report. Further observations and recommendations regarding the resource requirements for information and communications technology in peacekeeping operations is contained in paragraphs 153 to 162 below.

20. In his latest overview report, the Secretary-General states that the Secretariat continues to seek enhancements in the internal budget development framework in order to improve the support provided to the General Assembly in its consideration of peacekeeping operation budgets. In paragraphs 21 to 27 of the report, the Secretary-General outlines a series of enhancements to the budget development process for current and future peacekeeping budgets. In order to address concerns about duplicative processes, several adaptations have been introduced, including a single comprehensive set of budget formulation instructions, streamlined submission forms, concurrent submission of budget proposals to the Under-Secretaries-General for Peacekeeping Operations and Field Support and the Controller, and their joint reviews of budget proposals. **The Advisory Committee trusts that the implementation of Umoja and IPSAS will be incorporated into the further improvement of the budget formulation process.**

Consolidation of financial functions in field operations

21. In his previous overview report (A/67/723), the Secretary-General outlined efforts to transform the financial functions in peacekeeping missions during the 2013/14 period to coincide with the implementation of IPSAS and Umoja. Such efforts included the transfer of financial functions to the Regional Service Centre. In his latest overview report, the Secretary-General states that the establishment of the Centre has led to reductions of 15 per cent in human resources and finance staff (A/68/731, para. 88). As to the savings achieved from only the consolidation of finance and budget posts, the Advisory Committee was informed, upon request, that a total of 47 posts had been abolished over the course of the 2012/13 and 2013/14 budget cycles, specifically in the areas of budget and finance, resulting in total estimated savings of $2,240,371. **The Committee supports efforts to improve financial management and accounting functions in peacekeeping missions and expects that the resulting structural changes have yielded not only savings in staff costs, but also an improved level of financial and budgetary oversight.** Related observations and recommendations concerning the functioning of the Regional Service Centre in Entebbe are contained in section IV below.

Relationship with United Nations country teams

22. In its review of the overview report on the financing of peacekeeping operations as well as budget proposals for individual missions for the 2014/15 period, the Advisory Committee notes that the question of the relationship between the peacekeeping presences on the ground and the United Nations country teams is mentioned in some of the mission budget documents.

23. In the 2014/15 budget proposal of the Secretary-General for UNOCI, for example, details are provided regarding initiatives being implemented, such as the Joint Support Initiative to the National Assembly, which brings together the mission and the members of the United Nations country team in providing technical assistance to the National Assembly. Areas were also identified where the members of the country team could in the near future assume some of the mission's responsibilities (gender, child protection and HIV/AIDS) as well as opportunities for increased synergies in the future (juvenile justice and the rule of law) (A/68/758, paras. 33-34). For MONUSCO, the 2014/15 budget proposal indicates that there will be a transfer of electoral technical assistance tasks to the country team together with the proposed abolishment of 93 electoral positions within the mission (A/68/788, para. 15). Similarly, in the 2014/15 period, MONUSCO will no longer engage in mine clearance activities (ibid., para. 102).

24. At the same time, the Advisory Committee notes that the level of detail contained in reports for integrated missions concerning the activities of the United Nations country team varies considerably and, in most cases, lacks specificity. In this regard, the 2014/15 budget proposals for UNMIL and MINUSTAH contain few details about the coordination and collaboration between the Mission and the United Nations country teams (A/68/761, paras. 45-48, and A/68/737, paras. 20-21). In the case of UNAMID, in paragraphs 41 and 42 of his report on the proposed budget for 2014-2015 (A/68/754), the Secretary-General refers to various coordination structures between the mission and the country team without providing any concrete detail in this regard.

25. **The Advisory Committee stresses that joint planning efforts and close coordination are required at all stages of each mission life cycle to ensure clarity in the respective roles and responsibilities of missions and the United Nations country teams, to improve complementarity and to minimize any potential for duplication and overlap in the conduct of their activities. It recommends that greater effort be made to provide concrete details of improved coordination and collaboration at all stages of the mission in future budget and performance report submissions.**

B. Financial and budgetary management

Budget performance for the period 1 July 2012 to 30 June 2013

26. In table 2 of his overview report (A/68/731), the Secretary-General indicates that for the period from 1 July 2012 to 30 June 2013, expenditure of $7.29 billion in 16 active peacekeeping missions, UNLB and the support account for peacekeeping operations, were made against a total appropriation for the period of $7.38 billion, with an unencumbered balance of $87.5 million. This amount reflects an overall budget implementation rate of 98.8 per cent, representing a continued increase over

prior periods. The Advisory Committee notes that three missions (UNAMID, MINUSTAH and UNSOA) accounted for $76.3 million, or 87 per cent, of the total variance for 2012/13. If these three missions are excluded, the average implementation rate rises to 99.8 per cent throughout the remaining 13 missions. The main factors affecting budget performance during 2012/13 are outlined in paragraphs 231 to 234 of the overview report. Table 3 in the report contains a breakdown of overall expenditure for the period as compared to the apportionment and the variances between them. The Committee notes that there is underexpenditure of $63.4 million relating to military and police personnel (or 2.2 per cent), while expenditure for civilian personnel was overspent by $21.5 million for the same period (or 1.2 per cent). In terms of operational costs, significant underexpenditure occurred in air transportation ($83 million, or 9.9 per cent) and other supplies, services and equipment ($20 million, or 6.2 per cent), and by overexpenditure in information technology ($29.9 million, or 31.6 per cent), facilities and infrastructure ($27.2 million, or 3.5 per cent) and ground transportation ($16 million, or 9.4 per cent). Detailed information on the factors affecting the budget performance of individual missions is outlined in table 4 of the overview report.

27. The Advisory Committee has previously expressed its view that the budget implementation rate is not a good basis to judge mandate delivery or to demonstrate efficient resource use (A/66/718, para. 18). The Committee stressed the need for a distinction to be made between savings, which reflect cost reductions relating to the implementation of efficiency measures, and underexpenditure resulting from delays in the implementation of programme activities, overbudgeting or the failure to fully analyse initiatives before seeking resources for their implementation. It recommended therefore that future budget performance reports include details of savings resulting from the implementation of efficiency measures (ibid., para. 19).

28. **The Advisory Committee is of the view that the budget implementation rates for the major expenditure lines would be a more suitable measure of budgetary precision, accuracy and financial discipline, and recommends that a more extensive detailed explanation of variances between planned and actual expenditure be provided in future overview reports.** Further observations and recommendations on the transparency and measurability of efficiency measures are contained in paragraphs 34 to 42 below.

29. In addition, during the course of its current review of the Secretary-General's overview report, the Advisory Committee, upon request, was provided with information regarding the monthly expenditure by missions from 2008/09 to 2012/13. While noting monthly variations that may be attributable to cyclical factors, such as the reimbursements to troop- and police-contributing countries, the Committee also noted consistent patterns of a disproportionately high level of expenditure in the last month of the financial period as compared to the expenditure patterns in the other 11 months of the year. On average, over the past five budget periods, 13 per cent of the annual apportionment was spent by missions in the last month of the financial period, compared to an average spending trend of 8 per cent in the prior 11 months. While recognizing that this trend has not been consistently the case for all missions (UNAMID, UNFICYP and UNMIK in 2011/12 and MINUSTAH in 2012/13), it would appear that it reflects a tendency for missions to obligate and spend their allocations in the final month of the financial period so as to avoid losing the related funds and/or to inflate budget implementation rates for a given period.

30. In this connection, the Advisory Committee also notes that the Board of Auditors has repeatedly raised the matter of the high level of unliquidated obligations at the end of the financial period in its annual reports on the accounts of peacekeeping operations. The Committee notes that the level of unliquidated obligations throughout all missions as of 30 June 2013 amounts to $793 million, or 11 per cent of total expenditure, down from 14 per cent at the end of the preceding period. The Committee has previously concurred with the Board that the practice of raising obligations during the last month of the financial period may be an indicator of inadequate budget management and it has noted that the adoption of IPSAS will not allow this practice for accounting purposes, since the recognition of expenses under IPSAS will only take place after the goods and services have been delivered (A/67/782, para. 22). However, the Committee was informed, upon enquiry, that obligations or commitments would continue to be treated as expenditure for budget purposes, as was currently the case. **The Committee concurs with the Board of Auditors that the practice of raising obligations during the last month of the financial period could be an indicator of a weakness in budgetary management. The Committee expects a more predictable and regular pattern of mission expenditure over the course of future financial periods.**

Financial period from 1 July 2013 to 30 June 2014

31. During its consideration of the proposed budgets for peacekeeping operations for 2014/15, the Advisory Committee was provided with information with regard to current and projected expenditure for the period from 1 July 2013 to 30 June 2014. Upon enquiry, the Committee was provided with consolidated information with regard to peacekeeping operations, UNLB and the support account for peacekeeping operations, which is presented in table 2 below. The Committee notes that, overall, underexpenditure of $146 million (gross), or 1.9 per cent, is projected for the 2013/14 period.

Table 2
Projected expenditure for the period from 1 July 2013 to 30 June 2014
(Thousands of United States dollars)

	2013/14 apportionment	*Projected expenditure*	*Projected variance*	*Variance (percentage)*
Military and police personnel	3 327 330.9	3 193 585.4	133 745.5	4.0
Civilian personnel	1 820 287.4	1 845 749.6	(25 462.2)	(1.4)
Operational costs	2 658 989.8	2 620 782.8	38 207.0	1.4
Enterprise resource planning	18 668.8	18 668.8	–	–
Gross requirements	**7 825 276.9**	**7 678 786.6**	**146 490.3**	**1.9**
Staff assessment income	165 467.6	165 379.6	88.0	0.1
Net requirements	**7 659 809.3**	**7 513 407.0**	**146 402.3**	**1.9**

Proposed budgets for the period 1 July 2014 to 30 June 2015

32. Information on the total proposed resource requirements for 2014/15 for 14 active missions, UNLB and the support account for peacekeeping operations is

provided in table 8 of the overview report. Proposed levels, updated as of 8 April 2014, are contained in table 3 below. The proposed budgetary level for the 14 missions for 2014/15 is about $7.02 billion (gross), representing a reduction of $404.8 million (or 5.4 per cent) compared to the apportionment for the 2013/14 period of $7.4 billion. Upon enquiry, the Advisory Committee was informed that, net of the supplemental troop cost payments, which were not provided in the 2014/15 projections, the overall reduction in proposed mission expenditure would be $335.8 million (or 4.6 per cent) less than the apportionment for the 2013/14 period. As indicated in paragraph 5 above, these figures only include a projection for UNMISS based on request for commitment authority for six months and do not include amounts for MINUSCA, the newly established mission in the Central African Republic.

Table 3

Proposed requirements for the 2014/15 period (as of 6 April 2014)

(Thousands of United States dollars, budget year is from 1 July to 30 June)

Peacekeeping component	*Apportionment (2013/14)*	*Proposed budget (2014/15)*	*Variance*	
			Amount	*Percentage*
MINURSO	58 404.0	54 019.3	(4 384.7)	(7.5)
MINUSMA	602 000.0	812 724.0	210 724.0	35.0
MINUSTAH	576 619.0	512 041.4	(64 577.6)	(11.2)
MONUSCO	1 453 358.0	1 380 028.9	(73 329.1)	(5.0)
UNAMID	1 335 248.0	1 244 690.0	(90 558.0)	(6.8)
UNDOF	60 654.5	62 417.1	1 762.6	2.9
UNFICYP	55 376.0	56 124.6	748.6	1.4
UNIFIL	492 622.0	488 946.3	(3 675.7)	(0.7)
UNISFA	329 108.6	328 210.6	(898.0)	(0.3)
UNMIK	44 953.0	42 768.1	(2 184.9)	(4.9)
UNMIL	476 277.0	433 483.2	(42 793.8)	(9.0)
UNMISS[a]	924 426.0	599 319.1	(325 106.9)	(35.2)
UNOCI	584 487.0	512 590.3	(71 896.7)	(12.3)
UNSOA	435 801.0	497 210.2	61 409.2	14.1
Subtotal, missions	**7 429 334.1**	**7 024 573.1**	**(404 761.0)**	**(5.4)**
UNLB	68 517.0	71 485.9	2 968.9	4.3
Support account[b]	327 425.8	327 370.9	(54.9)	(0.0)
Subtotal, resources	**7 825 276.9**	**7 423 429.9**	**(401 847.0)**	**(5.1)**
Voluntary contributions in kind (budgeted)	6 373.1	4 632.1	(1 741.0)	(27.3)
Total resources	**7 831 650.0**	**7 428 062.0**	**(403 588.0)**	**(5.2)**

[a] For UNMISS, based on request for commitment authority for six months.

[b] Inclusive of requirements for enterprise resource planning in the amounts of $18,668,800 for 2013/14 and $20,054,700 for 2014/15.

33. The Advisory Committee notes that a reduction of $200.4 million under military and police personnel throughout missions is due mainly to the six-month commitment authority proposed for UNMISS, the reduction of the respective components in UNOCI, UNMIL, MINUSTAH and UNAMID, and the exclusion of the supplemental payment to troop- and formed police-contributing countries, which was approved by the General Assembly for the 2013/14 period. By contrast, there are increases owing to the deployment of the force intervention brigade in MONUSCO, an increase in the authorized strength of AMISOM and the full deployment of military personnel in UNISFA. Lower requirements of $105.1 million in civilian personnel are again due to the UNMISS commitment authority and the net reduction of 895 civilian personnel posts and positions in nine peacekeeping missions. For operational costs, reduced requirements of $97.8 million are attributable mainly to the UNMISS commitment authority and lower requirements for air transportation, with increases owing to MINUSMA coming to full capacity and to communications and information technology requirements to support Umoja and other technology systems in the field. A complete table of variances by class of expenditure is presented in table 9 of the overview report. Further comments of the Committee on the operational resource requirements are contained in paragraphs 118 to 208 below.

Improvements in management of resources and reported efficiency gains

34. Since 2006/07, the Secretary-General has included in his budget proposals details on efficiency gains.[2] The General Assembly, in paragraph 18 of its resolution 65/289, encouraged the pursuit of further management improvements and efficiency gains. The Advisory Committee recalls its encouragement for the pursuit of sustainable efficiencies throughout peacekeeping operations, without undermining their operational capacities and the implementation of their respective mandates (A/66/718, para. 33, and A/67/780, para. 31).

35. For 2012/13, details about the management initiatives implemented are contained in tables 6 and 7 in the latest overview report; however, no financial data is provided. For 2013/14, detail relating to the management of operational resources is set out in in paragraph 87 of the Secretary-General's overview report. Efficiency gains anticipated in 2014/15 are contained in tables 15 and 16 of the same report, with projected savings quantified for those initiatives contained in table 15.

36. According to the Secretary-General, peacekeeping costs for 2013/14 are about 16 per cent lower than in 2008/09 when measured as the cost per capita of uniformed United Nations personnel and adjusted for inflation (A/68/731, para. 87 (a)). **However, the Advisory Committee notes that (a) this measure does not include the civilian substantive components which have become an increasingly significant element in multidimensional peacekeeping missions, (b) it does not take account of external factors, such as the effect of technological advances over time, (c) the per capita cost varies considerably from year to year, calling into question the reliability of the data and (d) the application of Organization for Economic Cooperation and Development inflation rates to reflect constant**

[2] Efficiency gains refer to situations in which less input, or the same input at a lower cost, is needed to produce the same output level as in the previous financial period (assuming there has been no change in quality) (A/68/731, para. 251).

2013/14 monetary values may not be methodologically sound in the case of peacekeeping expenditure.

37. **Overall, the Advisory Committee questions whether the cost per capita of uniformed United Nations personnel provides a useful indicator of peacekeeping efficiency. The Committee encourages the Secretary-General to further develop alternative indicators, in particular regarding the delivery of support to uniformed and civilian components that would contribute to the production of reliable benchmarks and targets in measuring operational efficiency throughout all peacekeeping operations over time.**

Specific reported efficiency gains

38. In terms of specific efficiencies introduced in 2013/14, the overview report indicates that these include limited acquisition of new vehicles, explained by an extension of the useful life and redistribution of existing vehicles between field operations; rationalization of capital investment programmes; reductions in human resources and finance staff with the establishment of the Regional Service Centre in Entebbe; enforcing standard resourcing allocations and established ratios for spare parts, equipment and vehicles; and renegotiating rations turnkey contracts (see A/68/731, paras. 87-89). For the 2014/15 budget proposals, table 15 provides projected savings for mission-specific efficiency measures, totalling $56.7 million, while table 16 provides more general examples of unquantified mission-specific initiatives.

39. The Advisory Committee notes the following limitations in the presentation of these measures:

(a) Unlike the previous two years' reports, the current overview report presents no specific detail concerning performance targets to be applied in 2014/15 throughout all field missions, nor is there any indication of explicit directives from Headquarters establishing specific resource usage targets in all missions under different lines of expenditure. Furthermore, there is no detail in the current report as to which missions met the cross-cutting targets established in 2012/13 and 2013/14 or explanations in cases where the targets had not been met. For 2012/13, these included targets in the consumption of rations, spare part replacements, within-mission travel, maintenance supplies, fuel consumption and contingent rotation costs. For 2013/14, further across-the-board targets of 5 per cent reductions in fuel consumption and rotation costs were established (see A/66/679, para. 82, and A/67/723, para. 69);

(b) Some missions appear to be making more efforts to identify efficiencies than others. For example, according to table 15 in the overview report, UNSOA proposes a single efficiency measure for 2014/15, expected to yield savings of $173,000, while UNIFIL reports six measures, with projected savings of about $2.1 million for the same period;

(c) Measures cited in missions that have undergone reconfiguration appear to be more a function of mandated changes to operations than the impact of introducing specific efficiency measures. For example, expected efficiencies totalling approximately $18.4 million, or 32 per cent of the total savings reported in table 15, relate to air operations or air transportation costs in UNMIL and UNOCI, missions that have seen considerable adjustments to their mandated deployment in

2013. Upon enquiry, the Committee was informed that although a change in mandate often paralleled a reduction in resourcing requirements, it remained a significant matter of judgement and leadership in determining the degree to which adjustments in mandates were translated into changes in operational requirements.

40. In previous years, the Advisory Committee has also commented that deferral of capital expenditure should not be equated with the implementation of sustainable efficiency measures (A/66/718, paras. 33-34, and A/67/780, para. 31). Regarding the monitoring and oversight arrangements, the Committee has also been informed that key performance indicators and monitoring mechanisms were being established in order to ensure consolidated, consistent reporting on the progress of those initiatives (A/67/780, para. 30). In the latest overview report, it is indicated that operational cost reductions have been coordinated through the Resource Efficiency Group (A/68/731, para. 91). However, the Committee notes that no detail concerning the role of that Group in setting cross-cutting targets, ensuring consistency throughout all missions and monitoring achievement of different efficiency measures were included in the report.

41. **The Advisory Committee recalls its view that resource reductions should not undermine the operational requirements of missions and the implementation of their respective mandates. The Committee also recalls that future overview reports would benefit from a clearer presentation in describing efficiency targets for past, present and future periods, quantified wherever possible. Cross-cutting targets affecting all missions and directed by Headquarters should be distinguished from mission-specific targets. In addition, the Committee encourages clear time frames to be established for the achievement of all efficiency targets, together with key performance indicators to measure their impact. Furthermore, the roles and responsibilities for setting these targets and monitoring their implementation and impact throughout all missions, including the role and authority of the Resource Efficiency Group, should be clearly explained (see also A/67/780, paras. 31-32).**

42. **Finally, the Advisory Committee believes that, wherever possible, a distinction should be made between variances attributable to mandate changes and those attributable to mission activities. A more detailed analysis of the causes and effects of variances in mission resource requirements between budget periods would assist in improving the transparency and clarity of the Secretary-General's performance reporting and of his budget proposals.** The Committee's comments on specific measures put in place to achieve efficiencies within specific expenditure groups are outlined below (see paras. 118-208).

Revisions of resource requirements

43. The Advisory Committee notes that under current budgetary procedures, the amounts appropriated for each existing mission for a given budgetary period are based on the authorized mission strength and the related budgetary proposals submitted for the consideration of the General Assembly at its second resumed session in the spring of each year. In cases where the Security Council takes a subsequent decision to reduce the authorized strength for uniformed mission personnel within the course of a given financial period, the budgetary implications of that decision and their impact on the related assessed contributions of Member States only become known when the Assembly considers the Secretary-General's performance report two years later.

44. The Advisory Committee notes that, in contrast, when the Security Council takes a decision to increase the authorized strength of uniformed personnel, the Secretary-General typically submits revised proposals or requests for commitment authority shortly thereafter so that the funds are available for immediate deployment. The Committee was informed, upon request, that the United Nations Financial Regulations and Rules did not specify that a downward revision of budget requirements must be submitted to the Committee and the General Assembly for review and approval.

45. In this connection, the Advisory Committee notes two recent instances where there has been a considerable time lag between the decision of the Security Council to reduce the authorized strength and the subsequent inclusion of the implications of that reduction in the related budget proposal. In September 2012, for example, the Council endorsed the Secretary-General's recommendation to reduce the military strength of UNMIL by four infantry battalions and related enablers, totalling approximately 4,200 personnel (or more than 50 per cent of the previous authorized strength), in three phases from August 2012 to July 2015, and decided to increase the Mission's formed police units by some 420 personnel at the same time (see Security Council resolution 2066 (2012), paras. 4-5). Related alterations to the Mission's resource requirements were subsequently incorporated into the 2013/14 budget proposal, as endorsed by the General Assembly in June 2013 in its resolution 67/277. Similarly, a Council decision, taken in October 2012, authorizing a balanced withdrawal of infantry, engineering and police personnel in MINUSTAH by 1,070 troops and 640 police (see Security Council resolution 2070 (2012)), was subsequently reflected in resolution 67/275 on the financing of that Mission for 2013/14, adopted by the Assembly in June 2013.

46. Furthermore, in its consideration of the 2014/15 budget proposals, the Advisory Committee notes that proposals for UNOCI are based on the levels of uniformed personnel approved at the time the budget proposals were finalized in early 2014. In paragraph 3 of its latest resolution on UNOCI (2112 (2013)), the Security Council affirmed its intention to consider a further reduction so that the Mission shall consist of up to 5,437 military by 30 June 2015, down from the authorized level of 7,137, on which the 2014/15 budget proposals are currently based. Given that there is no requirement within the existing budgetary framework for the Secretariat to propose an adjustment to the approved 2014/15 budgetary level, should the Council decide to effect a drawdown during the 2014/15 period, the resulting mandated troop strength reductions would not affect resource allocations until they are incorporated into the Secretary-General's 2015/16 budget proposals.

47. **The Advisory Committee believes that the existing budgetary practices referred to above may lead to overbudgeting in certain instances and the prolonged retention of Member States' assessed contributions in respect of specific missions owing to the time lag between decisions of the Security Council to reduce the authorized strength of a given operation and the resulting adjustments to Member States' assessed contributions for individual missions.**

48. **The Advisory Committee recommends that the General Assembly request the Secretary-General to ensure that when the Security Council decides to reduce the authorized strength of uniformed personnel in a mission, resulting in a projected reduction of at least 5 per cent and/or $10 million of the mission's**

resource requirements, there should be a proposal for an immediate downward revision to the related estimates and an adjustment to the assessments on Member States. In this connection, the Committee therefore recommends that the Assembly request the Secretary-General to submit for its consideration a proposal the next time the Council takes such a decision but no later than the main part of the sixty-ninth session, setting out the modalities for implementing this new provision. The principles guiding this proposal should be to ensure (a) proper fiscal discipline and maintenance of internal controls in budgeting practices for peacekeeping operations, (b) timely adjustments to the assessed resource requirements for all such operations and (c) maintenance of the General Assembly's prerogatives concerning the authorization of proposals for the resource requirements of such operations.

Use of the Standard Cost and Ratio Manual

49. Since 1994 one of the primary tools in the budget development process for peacekeeping operations has been the establishment and application of standard costs and ratios. In its resolution 59/296, the General Assembly requested the Secretary-General to ensure that peacekeeping operations adhere to standard ratios for vehicles and information technology equipment, bearing in mind the mandate, complexities and size of individual peacekeeping missions (sect. XXI, para. 2). The current ratios are outlined in the Standard Cost and Ratio Manual issued by the Department of Field Support in 2011 and updated most recently in August 2013.

50. During its most recent consideration of the Secretary-General's peacekeeping budget proposals, the Advisory Committee was provided, upon enquiry, with the latest version of the Manual. The Committee was also informed, upon request, that the Manual generally contained the most commonly used resourcing items that a mission would need in its operations and budget proposal formulation. The Committee was further informed that there were instances where requirements were deemed to be mission-specific, in which case the mission could rely on historical experience (in that mission or a similar one). It was also indicated that any variations from the established resourcing standards needed to be explained and justified by the mission in its budget submission. In response to a query as to what categories of expenditure or items were excluded from the Manual, the Committee was not provided with any examples of specific expenditure items remaining outside the provisions of the Manual.

51. In this connection, the Advisory Committee notes that last year it was informed that the Secretariat recognized that a major review of the Manual in its current form was needed in order to ensure its usefulness, relevance and succinctness (A/67/780, para. 43). However, in this year's overview report, no mention is made of this comprehensive assessment and any implications for the standard allocations or ratios. Furthermore, the Committee notes that changes in standards from year to year are not highlighted or summarized anywhere in the Manual or consolidated in a specific section of the overview report.

52. **The Advisory Committee recognizes the importance of having an effective standardized consolidated reference tool to ensure credibility, consistency and transparency across a wide range of different operating environments. The Committee continues to question, however, the overall utility of the existing Standard Cost and Ratio Manual, including the level of flexibility accorded to**

missions. The Committee therefore recommends that the General Assembly request the Secretary-General to complete his review of the existing Manual without further delay and include detailed findings of that review in his next overview report, together with a summary of the adjustments to specific costs and ratios and proposed provisions for updating the Manual in the future. In addition, the Secretary-General should clearly indicate in his next overview report which areas of mission activity are exempted from the provisions of the Manual.

Vacancy rates

53. With regard to civilian vacancy rates, the Secretary-General indicates in paragraph 146 of his overview report (A/68/731) that the average actual vacancy rate for international posts in all field missions was 17.3 per cent as of 30 June 2013. The Secretary-General indicates that the increase of 1.2 per cent, compared to the average actual vacancy rate during the previous year, is attributable mainly to the start-up of newly established missions. The global turnover rate was 8.6 per cent as of 30 June 2013, which represents an increase of 0.2 per cent over the previous year, which is also due to the start-up of those missions. Upon enquiry, the Advisory Committee was provided with five-year vacancy data, which, as reported in its previous cross-cutting report, reflects a significant improvement over the period under review (A/67/780, para. 35). A consolidated table of the actual vacancy rates as of 28 February 2014 for all categories of personnel as compared to those used in the 2014/15 budget proposals, throughout all missions is included in annex III to the present report.

54. **The Advisory Committee believes that budgeted vacancy rates should be based, as much as possible, on actual vacancy rates. In cases where the proposed budgeted rates differ from the actual rates at the time of the budget preparation, clear justification should be provided in related budget documents for the rates used. The Committee also believes that the budgeted vacancy rate is a tool to achieve precision in budgetary calculations and the management of post incumbency should not be used to achieve cost reductions in the process of budget implementation. The Committee also recalls the General Assembly's request that the Secretary-General ensure that vacant posts be filled expeditiously (resolution 66/264, para. 21).** Comments on variances and recommended adjustments to vacancy factors, where applicable, are contained in the Committee's reports on the respective mission budgets.

Budgeting common staff costs

55. The matter of the budgeting methodology for common staff costs arose during the Advisory Committee's most recent review of mission performance reports and budget proposals. Upon enquiry, the Committee was informed that the overall provision for estimated common staff costs was budgeted as a percentage of net salaries, which was determined based on past actual expenditure incurred. In response to a related request, however, the Committee could not be provided with an itemized breakdown, in dollar terms, of the budgeted and actual common staff expenditure for each mission. The Committee was, however, provided with a list of 36 different allowances and cost elements that are included in common staff cost charges, which is contained in annex IV to the present report. As to the mission performance reports for the 2012/13 financial period, variances in staff costs were,

in several instances, attributed to higher than budgeted common staff costs. In paragraph 232 of his overview report, the Secretary-General indicated that this was one reason for overexpenditure in the case of civilian personnel costs for three missions (UNMISS, UNMIL and UNOCI). Upon request, the Committee was provided with the budgeted common staff cost percentages (together with the actual rates for 2012/13), which are set out in tables 4 and 5 below, and show considerable variation from one period to the next.

Table 4
Common staff cost percentages for international civilian staff

Peacekeeping component	*2012-13 Budgeted*	*2012-13 Actual*	*2013-14 Budgeted*	*2014-15 Budgeted*
MINURSO	108.2	90.2	88.8	90.8
MINUSMA	–	–	81.3[a]	82.1[b]
MINUSTAH	94.2	83.7	84.7	84.1
MONUSCO	81.4	83.2	82.1	82.3
UNAMID	82.2	83.8	80.9	85.3
UNDOF	96.4	99.0	97.0	104.1
UNFICYP	60.1	49.4	57.8	52.3
UNIFIL	71.0	62.3	67.3	62.7
UNISFA	76.8	92.4	93.1	98.5
UNMIK	65.3	62.8	58.9	62.7
UNMIL	87.7	89.3	86.4	89.8
UNMISS	76.5	83.1	84.4	84.4[c]
UNOCI	85.0	80.9	84.4	83.6
UNSOA	112.9	87.7	87.6	88.5
UNLB	65.0	49.1	55.6	49.2
Support account	45.0	49.3	50.0	49.3
Regional Service Centre Entebbe	81.0[d]	49.5	64.2	60.0

[a] Based on standard funding model.
[b] Budget still under review.
[c] Based on 2013/14 approved resources.
[d] Calculated by averaging common staff costs for UNAMID, UNMIS and MONUSCO.

Table 5
Common staff cost percentages for national staff

Peacekeeping component	*2012-13 Budgeted*	*2012-13 Actual*	*2013-14 Budgeted*	*2014-15 Budgeted*
MINURSO	30.6	31.1	30.0	33.2
MINUSMA	–	–	31.0[a]	32.0
MINUSTAH	21.1	28.9	21.0	21.0
MONUSCO	35.0	35.6	35.0	35.0
UNAMID	32.0	32.2	32.0	32.0
UNDOF	29.1	45.5	28.9	28.8

Peacekeeping component	*2012/13 Budgeted*	*2012/13 Actual*	*2013/14 Budgeted*	*2014/15 Budgeted*
UNFICYP	26.0	29.4	28.0	28.0
UNIFIL	35.0	33.0	35.0	40.0
UNISFA	32.0	30.5	32.0	32.0
UNMIK	30.0	31.3	30.6	29.0
UNMIL	35.0	32.9	34.0	34.0
UNMISS	32.0	34.2	32.0	32.0[b]
UNOCI	30.0	30.3	30.0	30.0
UNSOA	59.0	28.1	30.0	28.0
UNLB	40.0	29.6	30.0	30.0
Support account[c]	64.3	18.7	57.7	58.0
Regional Service Centre Entebbe	35.0	50.0	35.0	32.0

[a] Based on standard funding model.
[b] Based on 2013/14 approved resources.
[c] For 24 national staff only.

56. The Advisory Committee was informed, upon request, that variations in the common staff costs might depend upon several different factors, including the designation of mission duty stations, special entitlements, such as danger pay, the stage of the mission life cycle and the overall profile of the civilian component working in the mission. For example, the inclusion of danger pay under common staff costs in UNDOF during 2012/13 led to a major variance between actual and budgeted common staff cost percentages. In UNOCI, variances were attributable to the change of the status of the mission during the reporting period from a non-family to a family duty station, thereby reducing staff entitlements.

57. **The Advisory Committee believes that, as with vacancy rates, the rates applied for budgetary purposes for common staff cost calculations should be based, as much as possible, on actual rates. In cases where this is not the case, clear justification should be provided in budget documents for the rates used, in particular when these differ from the actual rates at the time of the budget preparation.**

C. Cooperation between missions

58. From its review of individual mission proposals, the Advisory Committee notes an increasing tendency towards regional mission cooperation, with specific arrangements in place for common or shared services. In the case of the missions located in the Middle East, UNIFIL acts as a regional hub and service provider in the areas of information and communications technology services, conduct and discipline, staff counselling services, HIV/AIDS advice and training (A/68/757, para. 16). In his latest overview report, the Secretary-General indicates that the Department of Field Support continues to support the concept of regional cooperation for the delivery of information and communications technology services, with close coordination and collaboration achieved in missions in the Middle East and East Africa. Further integration is envisioned in the 2014/15 period

(A/68/731, para. 203) (see also the related discussion on information and communications technology arrangements in paras. 164-165 below). The Regional Service Centre, established in Entebbe as part of the global field support strategy, is the most notable example of a regional facility that provides common services to multiple missions in the region (see also related comments in section IV below).

59. Another form of cooperation between missions, loosely defined as "inter-mission cooperation", has also emerged in recent years as a result of specific Security Council decisions (see Security Council resolutions 1650 (2005), 1657 (2006), 1967 (2011), 2000 (2011) and 2100 (2013). In his latest overview report, the Secretary-General provides specific details of where inter-mission cooperation has been used over the past year as a tool to maximize the utility of existing assets and resources deployed by missions in nearby countries (A/68/731, paras. 51-56). In the case of UNOCI and UNMIL, two neighbouring missions, shared use of military helicopters and other air assets occurs on a regular basis as required and on a cost-sharing and cost-recovery basis. For the Mali start-up, it is indicated that UNOCI also provided support for MINUSMA administration, while UNMIL provided air assets information and communications technology. UNOCI and UNMIL both deployed personnel on a temporary basis to provide support for the start-up of MINUSMA.

60. The report also explains that in response to an unfolding crisis in South Sudan, the Security Council endorsed the Secretary-General's proposal to strengthen the capability of UNMISS, mainly through inter-mission cooperation. Specifically, in paragraph 5 of its related resolution (2132 (2013)), the Council authorized, in order to reach the new levels of troops and police within the overall troop ceiling on a temporary basis, the appropriate transfer of troops, force enablers and multipliers from other missions, in particular MONUSCO, UNAMID, UNISFA, UNOCI and UNMIL, subject to the agreement of the troop-contributing countries and without prejudice to the performance of the mandates of these United Nations missions. As indicated in the overview report, this was the first trial for the United Nations to employ inter-mission cooperation to meet large-scale, immediate surge requirements in infantry battalions, formed police units and air assets. Related observations and recommendations concerning the inter-mission cooperation provided to UNMISS from each of the above-mentioned missions are contained in the respective reports of the Advisory Committee on their proposed resource requirements for 2014/15.

61. Upon request, the Advisory Committee was informed that the assistance provided under this arrangement as of 2 April 2014 was as follows:

- 351 formed police unit personnel, comprising 2 formed police units from MONUSCO and 1 from UNMIL
- 328 troops from MINUSTAH (part of a 350-person contingent)
- 300 troops from UNOCI
- 20 troops from UNAMID (as an advance party of an 850-person contingent)
- 3 MI-17 utility helicopters deployed from MONUSCO
- 1 C-130 aircraft not deployed but on standby from MONUSCO.

62. Given that this particular inter-mission cooperation is considerably more far-reaching than such efforts previously undertaken, the Advisory Committee

sought clarifications regarding the regulatory framework, the financing mechanisms and the related reporting arrangements for inter-mission cooperation.

63. As a matter of general principle, the Advisory Committee notes that the General Assembly has repeatedly stated in its resolutions that no peacekeeping mission shall be financed by borrowing funds from other active peacekeeping missions (see, for example, resolution 57/335, para. 23). For this reason, budget proposals for individual missions are always submitted as distinct and separate budgets, pursuant to individual Security Council mandates.

64. The Advisory Committee was informed, upon enquiry, that there had been a few instances since 2006 where temporary redeployment of personnel and assets between missions had occurred, with the prior endorsement of the Security Council. Such cases included temporary redeployments of military and police personnel among ONUB and MONUC in 2006, and similar transfers of uniformed personnel and assets among UNMIL and UNOCI over the course of 2010 and 2011. The Controller had, in certain instances, informed the Committee of the proposed financial and administrative arrangements for inter-mission cooperation. Uniformed personnel redeployed among missions had continued to be counted against the authorized ceiling of the mission from which they had been transferred. For the period in which the Council had taken its decision, originating missions had met the usual costs attributable to maintenance of the military contingents and formed police units (including troop/police reimbursement payments, rations, fuel). Receiving missions, on the other hand, were responsible for meeting the costs directly attributable to movements to and from operations in those missions, as well as additional costs arising from operational circumstances. Other costs were typically the responsibility of the receiving missions through normal cost-recovery mechanisms.

65. In the specific case of UNMISS, the Advisory Committee was informed, upon enquiry, that those arrangements, approved by the Security Council in December 2013, were of a wider scale, given the numbers of missions involved and without any specific time limit. In this connection, the Committee was informed, upon request, that in cases where arrangements were continued into the subsequent budget period, the Secretary-General proposed that the budget of the receiving mission would reflect the full costs of personnel and assets being borrowed. The Committee was also informed that should the budgets of the sending missions include material amounts related to inter-mission cooperation, the Secretary-General proposed that he would, if necessary, submit to the General Assembly for its consideration a proposal to reduce the appropriation of the lending missions. For that reason, the Committee was informed that in the light of those circumstances, the Secretary-General proposed that as of 1 July 2014, UNMISS would bear the full costs of borrowed personnel and assets. The Committee notes that, consequently, the related request for commitment authority for UNMISS for the period from 1 July through 31 December 2014 incorporates the full costs of these resources. However, the Committee also notes that a temporary "double-funding" situation cannot be excluded (i.e. troop costs budgeted in the lending mission for 2014/15 that may also be temporarily included in UNMISS funding arrangements).

66. **The Advisory Committee recalls that borrowing from active missions is not permitted under General Assembly resolutions (see, for example, resolution 57/225, para. 23). All inter-mission cooperation arrangements put in place must**

respect this fundamental principle. As a consequence, all services, assets and personnel must be funded by the mission where the activity takes place (the receiving mission) and must not be funded by the originating mission, as this would lead to cross-subsidization and would contravene the stipulations of the Assembly. The costs of the services, assets and personnel transferred should, in the view of the Committee, be charged to the receiving mission from the date of transfer. In addition, the Committee stresses that there should be no double budgeting and double assessment of Member States in respect of the same personnel and assets.

67. **In this connection, the Advisory Committee recommends that the General Assembly request the Secretary-General to prepare clear, transparent and timely reporting of the inter-mission cooperation arrangements and related cost-recovery charges in his future mission budget proposals or other funding arrangements for peacekeeping missions as well as in the respective performance reports of both sending and receiving missions.**

Temporary duty assignments

68. On a related matter, the Advisory Committee notes that a common practice exists of loaning civilian personnel on temporary deployment to missions. In his overview report two years ago, the Secretary-General, in response to a request from the General Assembly, provided details concerning the quantity of temporary duty assignments throughout all peacekeeping missions. At that time, he stated that such temporary assignments were an important tool for providing field-based missions with the agility required to respond to a variety of short-term needs (A/66/679, para. 70).

69. During its consideration of the latest overview report (A/68/731), the Advisory Committee sought information concerning the quantity of temporary duty assignments undertaken during the past and current budgetary periods. In addition, the Committee confirmed, upon enquiry, that such staff were "lent" from one mission to another for a short-term period not exceeding 90 days. The lender mission continued to bear the cost (salary and entitlements) of the staff member while the receiver mission bore the cost of travel and daily subsistence allowance. Such assignments did not constitute a change of official duty station. The Committee was also informed that such arrangements were often used during mission start-up to ensure rapid deployment of civilian capacity. To illustrate, in 2012/13, the start-up of UNSMIS was assisted through the deployment of 8,299 person days of temporary duty assignments. In 2013/14, MINUSMA, another new mission, was supported through the extensive use of temporary duty assignments amounting to 15,154 person-days, or the equivalent of nearly 500 work-months.

70. A summary of the number of person-days for temporary duty assignments to peacekeeping missions and the related costs borne by the receiving and releasing missions are summarized in table 6 below. The table indicates that over the past two years, the costs of such assignments, in terms of salary, entitlements, travel and subsistence costs, amount to approximately $30 million. The Advisory Committee notes that this is a more costly staffing arrangement owing to the additional travel and subsistence costs. Furthermore, the Committee notes that there are no existing limitations on the use of sequential temporary assignments to cover the same functions, or any restrictions on the same staff member being sent on multiple

temporary assignments. The Committee also notes, based on the information provided to it, certain instances where temporary duty assignments have been undertaken in excess of the 90-day mandatory limit mentioned above.

Table 6
Summary of temporary duty assignment costs and duration
(United States dollars)

	Actual receiving mission costs	*Releasing mission costs*[a]	*Number of person-days*
2012/13	4 443 679	9 633 620	29 383
2013/14	6 932 091	9 803 500	27 049
Total	**11 375 770**	**19 437 120**	**56 432**

[a] Based on average Field Service salary costs.

71. **While recognizing that temporary duty assignments respond to an urgent need and offer a quick option for the deployment of civilian expertise in certain circumstances, the Advisory Committee notes that their usage under existing financial arrangements amounts to cross-mission subsidization as well as a costly means of filling temporary gaps.**

72. **The Advisory Committee believes that temporary duty assignments should be used to address specific circumstances in missions that require a rapid, time-bound, temporary capacity. In the interests of more cost-effective and transparent application of this modality, the Committee recommends that the receiving missions should henceforth cover all expenses relating to temporary duty assignments, with sending missions being fully reimbursed for the related salary costs. In the view of the Committee, this measure will prevent cross-subsidization and will help to ensure that missions seek the use of such assignments only for intended purposes. The Committee also stresses that repeated use of temporary duty assignments should not be a substitute for the formal recruitment processes to fill posts on a more permanent basis.** Additional comments and observations on the transfer of assets between active missions are contained in paragraphs 135 to 141 below.

D. Civilian personnel

73. Table 13 of the overview report, as revised following the finalization of the MINUSMA budget proposal and the request for commitment authority in UNMISS, indicates that the proposed budgets for 2014/15 include a total of 23,418 posts, temporary positions and United Nations Volunteers (including 425 posts and temporary positions in UNLB and 1,442 posts funded under the support account for peacekeeping operations). This figure reflects a net decrease of 895 posts and positions, or a 3.7 per cent reduction in the number of civilian staff approved in the 2013/14 period. The variance is attributable primarily to the proposed staffing reductions in MONUSCO (384), UNAMID (251) and MINUSTAH (142) owing to reconfiguration and drawdown exercises in those Missions, while there was an increase owing to the additional staffing requirements for UNSOA, where a net increase of 88 posts and positions is foreseen. The Secretary-General states that the

staffing implications of ongoing Security Council discussions on the situation in South Sudan had not allowed for a projection of adjusted staffing levels in UNMISS to be included in the overview report at the time of its finalization.

74. Table 9 of the overview report indicates that the proposed resources for 2014/15 for civilian personnel in peacekeeping amount to about $1.7 billion and reflect a decrease of approximately $105 million, or 5.8 per cent, against the approved apportionment for 2013/14, owing mainly to the lower staffing levels mentioned in the preceding paragraph. The Advisory Committee notes that, according to the Secretariat, the proposed civilian staffing levels for UNMISS are based on the approved staffing levels for 2013/14.

Staffing profile of field missions

(a) Representation of women in peacekeeping staffing

75. The Secretary-General points out that challenges persist with regard to the recruitment and retention of women in field operations (A/68/731, para. 147). The representation of female staff stands at 28.5 per cent for international staff and 17.2 per cent for national staff as of 30 June 2013 (as compared to 28.8 and 17.1 per cent, respectively, one year previously). The report indicates that a project entitled "Bridging the civilian gender gap in peace operations" was launched in 2013 in order to seek a better understanding of the reasons for the persistent gender imbalance. Preliminary findings suggest the need for greater investment in public outreach, for support mechanisms for currently serving senior women and for the provision of assistance to hiring managers to help identify suitable women candidates.

76. Upon enquiry, the Advisory Committee was informed that the study had four key findings: (a) a higher turnover of women as compared to men; (b) a higher dropout rate during the assessment stage of the recruitment process; (c) a relatively small number of women at the P-5 and D-1 levels competing for more senior positions; and (d) fewer women than men applying for job openings by a ratio of 1:3. The Committee was also informed that work was under way to carry out a strategic workforce analysis in order to pinpoint areas where retention was most problematic and to devise solutions to identify high-potential women candidates for senior positions and to ensure familiarity with the Organization's competitive selection processes.

77. **The Advisory Committee remains concerned about the persistent gender imbalance in the staffing of field missions, in particular at the more senior levels. The Committee supports ongoing efforts and recommends that they be intensified with a view to making concrete improvements in the recruitment and retention of women in peacekeeping operations.**

(b) Representation of nationals from troop- and police-contributing countries

78. With regard to increasing the representation of troop- and police-contributing country nationals within the civilian component in peacekeeping missions, in paragraphs 155 and 156 of his latest overview report (A/68/731) the Secretary-General indicates that the Secretariat amended the staff selection system to address the spirit and intent of General Assembly resolutions 66/265 and 67/287, in which the Assembly requested the Secretary-General to intensify his efforts to ensure

proper representation of troop-contributing countries in the Department of Peacekeeping Operations and the Department of Field Support. In particular, administrative instruction ST/AI/2010/3 now stipulates that due consideration should be given to candidates from troop- or police-contributing countries for positions in a peacekeeping operation or Headquarters support account-funded positions.

79. In his report, the Secretary-General also cites two examples of outreach efforts undertaken in 2013 to raise awareness of career opportunities for representatives of troop- and police-contributing countries (ibid., para. 148). The report does not, however, state whether these and other outreach efforts have led to concrete results in terms of improving the numbers of nationals from troop- and police-contributing countries serving in the civilian components of field missions. **The Advisory Committee continues its support for the Secretariat's outreach activities aimed at addressing shortfalls in the staffing profile of peacekeeping operations, including efforts towards achieving Organizational goals with respect to geographic diversity and the representation of troop- and police-contributing countries. It trusts that the results of these activities will lead to demonstrable results and recalls its request for this information to be provided in future overview reports of the Secretary-General (see A/66/718, para. 56, and A/67/780, para. 53).**

(c) Linguistic diversity in field missions

80. During its review of the Secretary-General's latest overview report, the Advisory Committee also sought information concerning the linguistic diversity of the civilian staffing component in field missions, in particular in terms of ensuring that staff, specifically at senior levels, are able to communicate with their national counterparts in languages that are spoken in the mission area. As a case in point, the Committee, upon request, was provided with data regarding the total numbers of Arabic speakers among the international and national staff working in UNISFA and UNIFIL. The Committee was informed that of 257 approved staff posts in UNISFA, there were 11 international and 58 national staff who were Arabic speakers as of April 2014. In UNIFIL, of the 299 international staff on board as of 28 February 2014, 46 spoke Arabic (of which 9 were at the level of P-4 and above). Similarly, the Committee sought statistics concerning the number of personnel, at the level of P-4 and above, who have French-language proficiency in four missions where French is a working language of the mission (see table 7 below).

Table 7
Proportion of senior staff with language proficiency

Mission	*Total staff with proficiency in the language of the mission area (P-4 and above)*	*Actual encumbered positions as of 31 March 2014 (P-4 and above)*	*Percentage*
MINUSMA	79	105	75
MINUSTAH	70	92	76
MONUSCO	53	160	33
UNOCI	57	71	80

81. **The Advisory Committee is of the view that interactions with national counterparts in peacekeeping missions are improved when mission officials are able to communicate in one or more languages prevailing in the mission area. The Committee therefore encourages missions to continue efforts to recruit staff with the necessary language skills.**

(d) Field Service category of personnel

82. In its previous cross-cutting report, the Advisory Committee looked forward to receiving the details of the review of the Field Service category of civilian personnel, pursuant to General Assembly resolution 66/264. In paragraph 23 of that resolution, the Assembly indicated that particular attention should be given to the feasibility of nationalizing Field Service posts and improving the ratio of substantive to support staff (A/67/780, para. 55). In his overview report, the Secretary-General indicates that the Field Service review, now completed, has reaffirmed the continuing need for a cadre of internationally recruited specialists to provide essential skilled civilian capacity in the absence of a similarly qualified local labour force (A/68/731, para. 172).

83. Upon enquiry, the Advisory Committee was informed that the related report reflecting the outcome of the Field Service review would be presented to the Under-Secretary-General for Field Support by the end of June 2014 and subsequently made available to Member States. Its findings confirmed a continuing requirement for the skill sets contained within the Field Service category, in particular during the phase of mission start-ups. The Committee was also informed that the review had revealed a need for a structured vocational training programme to allow for a transfer of functions from the Field Service category to locally recruited staff, in particular in mission support functions. In addition, it was indicated that the results of the review were being implemented, specifically through the civilian staffing reviews being conducted in missions, which included proposals for the nationalization of posts and conversions of Professional posts to Field Service posts. For example, the 2014/15 budget proposal for MINUSMA contains several proposed reclassifications of Professional posts in the mission support component to the Field Service level (A/68/823, paras. 70-124). Further details concerning post nationalizations are contained in paragraphs 87 to 91 below. **The Advisory Committee recommends that the General Assembly request the Secretary-General to submit the recently completed report on the review of the Field Service staff category to the Assembly in its entirety, for the Assembly's consideration.**

84. On a related matter, concerning the movement of staff, predominantly in the Field Service category, who have served for extended periods in hardship duty stations, the Secretary-General indicates in the overview report that challenges persist in the management of such staff (A/68/731, para. 153). To address the situation, the Department of Field Support piloted a one-year project intended to reassign staff members with compatible profiles between participating missions. The Secretary-General indicates that more than half of the some 600 eligible staff applied to the scheme. The Advisory Committee was informed, upon enquiry, that, during the one-year pilot, given its terms of reference and its purely voluntary nature, wherein hiring managers and staff members could withdraw at any stage, just 47 staff were reassigned under the scheme, of whom 46 were at the Field Service level and 1 was at the Professional level.

85. **The Advisory Committee notes the limited success of the voluntary pilot staff movement project introduced in field missions and reiterates its support for further efforts to address the issue of Field Service staff who have been serving in the same hardship duty station for extended periods. It recommends that the General Assembly request the Secretary-General to continue working on the development of additional measures to address the issue.**

86. The Advisory Committee also notes that the General Assembly recently approved, in its resolution 68/265, the introduction of a managed mobility framework for the Secretariat, including in the peacekeeping missions and special political missions, to be phased in over the coming years. In particular, the Assembly emphasized that the framework should ensure a fair sharing of the burden of service in hardship duty stations.

(e) Nationalization of posts

87. In its recent review of mission budgets, the Advisory Committee noted a growing tendency to increase the use of national staff in field missions. In that connection, the General Assembly, in paragraph 32 of its resolution 65/289, noted the increasing role of national staff in peacekeeping operations and the need for missions to build national capacity.

88. The Secretary-General indicates in the overview report that, following both the Field Service review and the civilian staffing reviews, a phased approach has been taken to transferring civilian staffing functions to locally recruited staff, depending on the stage of the mission life cycle, with a view to increasing ratios of national to international staff. He also indicates that one of the findings of the civilian staffing review is the need to conduct a comprehensive analysis of the local labour market well in advance of mission start-up to properly assess the extent to which the local labour force can produce the range of skills needed to satisfy the anticipated job profiles, especially in the support component, and thereby reduce the need for internationally recruited staff (A/68/731, para. 174).

89. Upon request, the Advisory Committee was provided with details concerning the proposed conversions of international civilian posts (Professional and Field Service) to national posts (see annex V). In this connection, the Committee notes that the proposed conversions for 2014/15 include some instances in which United Nations Volunteer positions are also proposed for conversion. The Committee notes that the estimated net savings arising from all the proposed conversions would total $16.2 million across 10 missions.

90. As to the criteria for determining which category of post or position is most suitable for nationalization, the Advisory Committee was informed, upon enquiry, that considerations included the stage of the mission life cycle, the type of functions to be performed and the composition of the local labour market. The Committee was also informed that there was a need to preserve the international and independent character of peacekeeping operations, especially given the political environments in which they operated. In considering whether to use national staff, the Organization needed, when employing nationals, to take into account the need to preserve neutrality, freedom of movement, security and confidentiality of information. The Committee also considers that the skill set and qualifications required of National Professional Officers differ considerably from those in the national General Service category.

91. **The Advisory Committee supports the increasing trend towards nationalization of posts and positions, whenever possible, in particular in terms of building local capacity within mission areas before the departure of the international peacekeeping presence. The Committee acknowledges, however, that this will depend, in large part, on the given stage of a particular mission's life cycle and the specific characteristics of the local labour markets, which vary by mission. Any nationalization proposals should, in the view of the Committee, preserve the impartial nature of United Nations peacekeeping presences.**

(f) High-level posts in missions[3]

92. In reviewing the overview report (A/68/731), the Advisory Committee requested information on the number of high-level posts and temporary positions approved in missions since 2009/10 as compared with the overall peacekeeping staffing levels. Summary data, including projected figures for 2014/15, are set out in table 8. The data indicate that, notwithstanding a sustained reduction in overall civilian staffing levels over that time, amounting to almost 20 per cent of the staffing levels authorized in 2009/10, the number of high-level posts and positions has remained almost completely unchanged (see also the Committee's related observations and recommendations on the staffing levels proposed for the support account contained in its report A/68/861).

Table 8
Number of high-level posts compared with overall approved mission staffing levels[a]

	Under-Secretary-General	*Assistant Secretary-General*	*D-2*	*D-1*	*Total D-1 and above*	*Total posts and positions*
2009/10	11	25	54	146	236	25 691
2010/11	10	23	53	151	237	25 495
2011/12	9	22	48	151	230	22 848
2012/13	10	26	55	166	257	22 876
2013/14	9	22	50	155	236	21 741
2014/15[b]	9	23	50	153	235	21 171

[a] Including UNLB and support account, excluding United Nations Volunteer positions.
[b] 2014/15 proposed staffing levels, with UNMISS proposed at 2013/14 levels.

93. In that connection, the Secretary-General indicates in his overview report that, as part of the effort to align required resources and capabilities with operational requirements, comprehensive civilian staffing reviews are being undertaken at each mission. Those reviews aim to devise a strategy to meet the anticipated needs for civilian capacity in the present and evolving peacekeeping environment, to better understand the current composition of the peacekeeping workforce and to maintain the flexibility to leverage national capacities unique to any operating venue (para. 174). Upon enquiry, the Advisory Committee was informed that the civilian staffing reviews had been completed in three missions (UNAMID, UNIFIL and

[3] D-1 and above.

UNOCI) in 2013, with an additional six reviews planned for 2014 (UNAMI, UNISFA, MINURSO, MONUSCO, MINUSTAH and RSC). The remaining reviews would be undertaken in 2015.

94. The Advisory Committee notes that, of the 217 posts and positions proposed for abolishment for 2014/15 in the three missions for which the staffing reviews have already been conducted, none of the proposed abolishments are above the level of P-5. In addition, an additional 370 posts and positions are proposed for abolishment in MONUSCO and MINUSTAH in 2014/15, of which 2 are at the level of D-1 (both in MONUSCO: the Deputy Force Commander and the Head of the Electoral Unit).

95. **The Advisory Committee notes that mission staffing structures reflect a relatively static number of high-level posts and positions over time, overall reductions in mission staffing levels notwithstanding. In addition, the civilian staffing reviews recently completed in three large missions appear to have had a negligible impact in addressing that trend. The Committee recommends that the General Assembly request the Secretary-General to ensure that overall staffing structures are more rigorously scrutinized, including in terms of justifying the continuation of posts and positions at the higher level. This should be an essential guiding factor in the completion of all future civilian staffing reviews and reflected in the mission staffing proposals for 2015/16.**

Use of government-provided personnel in field missions

96. In his overview report, the Secretary-General provides details concerning the use and deployment of government-provided personnel to field missions (A/68/731, paras. 163-170). In recent reports on civilian capacity in the aftermath of conflict, the Secretary-General indicated his intention of making further use of such personnel as an avenue for widening and deepening the pool of specialized expertise (A/67/312 and A/68/696 and Corr.1-S/2014/5 and Corr.1). Related observations and recommendations of the Advisory Committee on this subject are contained in its previous cross-cutting report (A/67/780, paras. 64-70) and, more recently, in its report on civilian capacity in the aftermath of conflict (A/68/784, paras. 34-40), although the General Assembly has deferred consideration of those reports and the recommendations contained therein.

97. A table contained in paragraph 166 of the overview report shows the breakdown of the government-provided personnel serving in peacekeeping missions as at November 2013 It is indicated that 354 such personnel were deployed as at that time across seven missions, mostly as corrections and justice officers. This compares to provisions for 418 and 338 such personnel in the budget proposals for 2012/13 and 2013/14, respectively (see A/67/780, para. 64). In addition, the Advisory Committee notes that, in the case of one mission, MINURSO, it was informed, upon enquiry, that government-provided personnel there included staff provided by a regional organization that were performing political functions (see also A/68/782/Add.3, para. 29). The Committee also notes that, in some cases, the deployment of such personnel is specifically authorized by the Security Council, as was the case in MINUSTAH, when the Council authorized, in its resolution 1702 (2006), the deployment of 16 corrections officers seconded from Member States to address the shortcomings of the local prison system.

98. As indicated in previous reports of the Secretary-General and the Advisory Committee, the terms and conditions for the use of civilian personnel provided by Governments were approved by the General Assembly in its resolution 45/258. More recently, in paragraph 22 of its resolution 67/287, the Assembly noted that, while that modality was aimed at facilitating the rapid deployment of specialized capabilities for short-term requirements generally found only in national Governments, its use was not a substitute for staff. The Assembly requested the Secretary-General to ensure that the use of the modality was in line with relevant results-based budgeting frameworks and to provide justification when deployment of such personnel was envisaged beyond one year.

99. The Advisory Committee recalls that such personnel do not hold a United Nations appointment and are not considered to be staff members; rather, they hold the legal status of experts on mission and are paid travel costs and mission subsistence allowance, while the providing Government or organization covers their salary. In his overview report, the Secretary-General indicates that the conditions of service applicable to military observers, advisers and police officers continue to apply to other government-provided personnel (A/68/731, para. 169). Concerning their selection, the Committee was informed, upon enquiry, that the Secretariat typically issued a note verbale to all Member States seeking nomination of personnel who fulfilled the criteria set out in an accompanying job description. In some instances, where political considerations affected the range of nationalities that could safely and effectively serve in a particular setting, the circulation of the note verbale could be more restricted.

100. The Secretary-General has previously indicated his intention to issue guidance governing the recruitment of such personnel to ensure a clear and consistent approach within the Secretariat (A/67/780, para. 65). During its consideration of the most recent report of the Secretary-General on civilian capacity in the aftermath of conflict, the Advisory Committee was provided, upon request, with a copy of the related draft guidelines and informed that an earlier draft had been made available to the Fifth Committee during the sixty-seventh session of the General Assembly (A/68/784, para. 37). In his overview report, the Secretary-General refers to the same guidelines, still under development, indicating that they incorporate the most recent direction given by the Assembly on the subject (A/68/731, para. 167).

101. **The Advisory Committee again stresses its belief that greater clarity is required in terms of the functions for which government-provided personnel may be appropriate and reiterates that proper reporting lines should be established for such personnel, so as to ensure that they act in accordance with United Nations mandates. Furthermore, the Committee recommends that the General Assembly request the Secretary-General to undertake a comprehensive review of all aspects relating to the engagement of government-provided personnel and submit it to the Assembly for its consideration at its sixty-ninth session. In addition, the Committee also reiterates its recommendation that the Secretary-General disseminate vacancy announcements seeking qualified applicants for such positions to all Member States.**

Use of Junior Professional Officers in field missions

102. During the Advisory Committee's consideration of the overview report, the matter of Junior Professional Officers and their deployment across field missions

arose. Upon enquiry, the Committee was provided with a list of those Junior Professional Officers assigned to functions within the Department of Peacekeeping Operations and the Department of Field Support (including in peacekeeping and special political missions) as at February 2014, their functions and nationalities. The Committee notes that nine were posted to field missions as at that date, including one at UNLB. An additional 18 were employed in functions in the two departments at Headquarters.

103. Concerning the legislative basis for their engagement, the Advisory Committee was informed, upon enquiry, that such use continued to be governed by resolution 849 (XXXII) of the Economic and Social Council, on use of volunteer workers in the operational programmes of the United Nations and related agencies designed to assist in the economic and social development of the less developed countries.

104. The Advisory Committee was also informed, upon enquiry, that the Junior Professional Officers were considered staff members of the Organization, with contracts limited to the office to which they had been appointed, and were accordingly covered by the same rules and regulations applicable to United Nations staff holding fixed-term appointments (with some exceptions relating to entitlements). The Committee notes that all Junior Professional Officers receive a specific amount for learning activities from their sponsoring country, which varies by country. In terms of the selection process, the sponsoring country submits a shortlist to the receiving department, which verifies that all candidates meet the requirements of the advertised terms of reference. The receiving office also conducts competency-based interviews in order to select the candidate most suitable for the position.

105. **The Advisory Committee recommends that the General Assembly request the Secretary-General to report on the use of Junior Professional Officers in the context of his upcoming report on human resources management and submit a proposal for ensuring an updated legislative basis for their deployment to peacekeeping functions.**

Long-vacant posts

106. In its review of the overview report and mission budget proposals, the Advisory Committee was provided, upon request, with a list of mission posts that have been vacant for two years or more. After removing the posts that were either under recruitment or proposed for abolishment in 2014/15, there were 149 vacant posts across all missions, 76 of which in UNMISS, for which no recruitment action had been taken at the time of the Committee's review of the 2014/15 budget proposals.

107. The Advisory Committee recalls that the General Assembly, in its resolution 66/246 on the proposed programme budget, endorsed a recommendation of the Committee that the continuing need for posts that have been vacant for two years or longer should be rejustified together with an explanation for the vacancy. The Committee has also recommended that a similar requirement apply to posts in peacekeeping operations and that information on posts that have been vacant for two years or longer should be included in mission budget proposals, along with specific justification for any that are proposed for retention (A/66/718, para. 54). That recommendation was subsequently endorsed by the Assembly in its resolution 66/264.

108. **The Advisory Committee is of the view that insufficient justification for retention of these posts appears in either the overview report of the Secretary-General or in the respective mission budget proposals for 2014/15. In this connection, the Committee notes with concern that the Secretary-General has not specifically complied with the provisions of resolution 66/264 in his mission budget proposals for 2014/15 concerning the need to rejustify posts that have been vacant for two years or longer.**

109. **As a matter of general principle, the Advisory Committee reiterates that the continuing requirement for such posts should be reviewed and the posts proposed for retention or abolishment in all future budget proposals.** Specific comments and observations concerning long-vacant posts in specific missions are contained in the Committee's reports on the respective mission budget proposals for 2014/15.

E. Training in peacekeeping

110. Information on training and capacity-building for uniformed and non-uniformed personnel in peacekeeping operations is contained in paragraphs 119 to 134 of the overview report (A/68/731). Training initiatives planned for 2014/15 include the development and roll-out of new and updated core predeployment training material and specialized training material for military staff officers, military observers and liaison officers. The Department of Peacekeeping Operations and the Department of Field Support also continue to accord priority to the development and delivery of training to address protection of civilians, in addition to prevention and response to conflict-related sexual violence, using, among other things, extensive training-of-trainer activities. The Secretary-General also indicates that the Integrated Training Service will finalize guidance material on the design, delivery and evaluation of training in 2014/15, together with an evaluation and overhaul of the Senior Mission Administration and Resource Training Programme. In addition, the Secretary-General indicates that priority is being given to the development and delivery of training and mentoring for national counterparts in various rule of law activities. Training packages aimed at building the mentoring and advisory skills of United Nations police, corrections and other staff working directly with national counterparts in national institutions are also under way.

111. Upon enquiry, the Advisory Committee was informed that the total training resources proposed for 2014/15 amounted to $23.7 million, including training for peacekeeping missions, UNLB and the support account for peacekeeping operations ($3.3 million for training consultants, $13.1 million for travel and $7.3 million for training fees, supplies and services). That figure represents a decrease of $549,400, or 2.3 per cent, compared with the apportionment for 2013/14. The Committee noted, however, that proposed mission training budgets for 2014/15 increased in six missions over the respective apportionments for 2013/14 (MINUSMA, MINUSTAH, UNAMID, UNISFA, UNMIK and UNSOA). The Secretary-General indicates that efforts continue to increase the cost-effectiveness of training and to reduce training-related travel expenditure wherever possible (A/68/731, para. 130). It is indicated that 70 per cent of training activities are conducted within mission areas. Measures to improve cost-effectiveness include holding thematic workshops and conferences every two years (rather than once a year), holding regional training

events for personnel from peacekeeping missions in the region, greater use of videoconferencing and increased use of electronic communities of practice.

112. In a previous cross-cutting report, the Advisory Committee had suggested that, in view of the higher cost of external training activities and in order to maximize the impact of available training resources, consideration could be given to establishing benchmarks for peacekeeping operations as to the number of external training activities that could be undertaken annually (A/66/718, para. 76). That suggestion was endorsed by the General Assembly in its resolution 66/264. In his overview report, the Secretary-General indicates that such benchmarking would need to take into account the skills and performance gaps identified in each mission that could be addressed by such training, the availability of alternatives to external training, mission size and phase and special operational mandate requirements. He indicates that further consultations between the Department of Peacekeeping Operations, the Department of Field Support and the Office of Human Resources Management would be required, given the complexity of the exercise (A/68/731, para. 131). In that connection, the Committee notes that, in 2012/13, UNMIL had a reduced requirement for external training consultants owing to increased reliance on internal capacity in such instances (A/68/621, para. 64).

113. **The Advisory Committee again stresses the importance of ensuring that available training resources are used as effectively and efficiently as possible. The Committee reiterates its earlier recommendation that an analysis of the effectiveness of external training initiatives be undertaken with a view to establishing benchmarks for external training activities in peacekeeping missions. The Committee looks forward to examining the outcome of that analysis in the next overview report.**

114. According to the Secretary-General, the training needs assessment undertaken by the Integrated Training Service of the Department of Peacekeeping Operations assessed the cross-cutting training needs of military, police and civilian personnel at all levels in peacekeeping missions, the Global Service Centre, the Regional Service Centre and Headquarters. The central focus of the assessment was the link between training and mandate implementation (A/67/731, para. 124). Upon enquiry, the Advisory Committee was informed that the assessment, completed in July 2013, had included interviews, panel discussions and focus groups with some 800 military, police and civilian personnel, in addition to United Nations country team representatives, in 13 duty stations. In addition, it had included the results of two electronic surveys, one completed by 4,500 military, police and civilian personnel, and the other by 68 Member State representatives. The Committee was also informed that the total cost of the assessment had been $194,800, including consultancy fees and staff travel. The five main outcomes in the final assessment report are set out in paragraph 126 of the overview report, including recommendations to encourage more integration and less fragmentation in training programmes and to focus on assessing and evaluating the impact of training. The Committee notes that, as part of efforts to implement the recommendations, the Department of Peacekeeping Operations and the Department of Field Support have decided to establish a standing advisory group at the managerial level to address, among other things, the need for better coordination and prioritization in training.

115. In paragraph 129 of the overview report, the Secretary-General points out that the variety of peacekeeping training, the diversity of the training audience and the

large number of actors involved continue to present challenges to the comprehensive tracking, monitoring and evaluation of training activities. The Advisory Committee notes, however, that some progress has been made, with the deployment of an electronic training management system in seven missions and the continuing implementation of the reporting module. **The Advisory Committee welcomes the deployment of an electronic training management system in a number of missions and the continuing development of the related reporting module. The Committee looks forward to the statistical data on training activities across missions and related trend analysis in the next overview report. The Committee also trusts that the system is fully compatible with any further efforts to develop and implement an enterprise-wide learning management system for the entire Secretariat.**

116. On a related matter, the Advisory Committee notes that the Secretary-General makes no mention in the overview report of the importance of training in the broader context of performance management and career progression for the Organization's civilian personnel deployed in peacekeeping missions. **In that connection, the Committee recalls that the General Assembly, in paragraph 19 of its resolution 68/265 on the mobility framework, emphasized the importance of a thorough reform of the current system of performance management.**

117. Concerning the preparedness of peacekeepers deployed to missions, the Advisory Committee was also informed that a significantly revised methodology for assessing threats and risks and resulting mitigation measures had recently been finalized and a detailed briefing provided to the Special Committee on Peacekeeping Operations in January 2014. **The Advisory Committee supports all efforts to ensure that personnel are properly prepared and trained for deployment to peacekeeping missions.**

F. Operations

Environmental management

118. In his overview report, the Secretary-General describes efforts taken to ensure that field missions mitigate adverse environmental impacts of peacekeeping missions in host countries (A/68/731, paras. 216-219). Upon enquiry, the Advisory Committee was informed that, in the context of peacekeeping, environmental management was meant to ensure environmentally responsible behaviour in missions, including respect for the laws of the host country and adoption of best practice within the rules, regulations and legislative framework of the United Nations. Actions included ensuring responsible waste management, limiting fuel consumption and adapting contract provisions to ensure compliance with host country laws, where applicable.

119. Related initiatives and progress described in the report include the following:

(a) An overarching waste management policy that will define waste management objectives, clarify responsibilities, set out general principles and establish a monitoring regime is due to be finalized in May 2014. A water policy is also under development and is planned to be finalized by June 2014. Support from UNEP is being sought in the development of both policies. In that connection, the Advisory Committee was informed, upon enquiry, that a large number of

prefabricated water treatment plants had been installed in many missions and improvements in the monitoring and supervision of waste contractors had also been made;

(b) Engineering-related systems contracts are being adapted to emphasize improved power generation, energy-efficient air-conditioning and lighting systems and water-conserving capability. The Committee was informed, in that connection, that the contracts were incorporating such technologies through, for example, the use of solar systems for lighting and water heating, generators with improved electronic controls and photovoltaic systems to decrease power generation requirements;

(c) For the first time, an environmental officer has been deployed during the start-up of a field mission (MINUSMA) to mainstream environmental protection in the Mission's operations;

(d) A review of the 2012/13 compacts for the heads of missions indicated that three missions (UNIFIL, MONUSCO and MINUSTAH) had made progress in developing and implementing a clear environmental plan;

(e) Several specific environmental initiatives introduced in missions in 2012/13 are described in table 6 of the report of the Secretary-General. They include reduction of generator fuel consumption through a programme of improving insulation and switching to renewable power sources (UNDOF), planting of seedlings in United Nations compounds (UNAMID), increased use of solar equipment and synchronization of generators (MONUSCO) and implementation of two waste management facilities in Mogadishu (UNSOA). In the case of MINUSTAH, the budget proposal for 2014/15 contains a reference to initiatives such as the replacement of 298 air-conditioning units to comply with non-chlorofluorocarbon regulations and the installation of stand-alone solar lights for sites in which United Nations and Haitian police officers are co-located (A/68/737, para. 18).

120. **The Advisory Committee reaffirms its support for efforts to mitigate the environmental impact of peacekeeping missions, including through collaboration with relevant United Nations agencies, in particular UNEP. The Committee reiterates the importance of further prioritizing and intensifying those measures found to be the most effective, including those involving disposal, removal and recycling of mission assets and materials, and sharing best practice across all peacekeeping operations (A/66/718, para. 146).**

121. **The Advisory Committee looks forward to the finalization and introduction of the waste management and water policies and trusts that specific details relating to the impact of those policies in terms of measures introduced in field missions will be included in the next overview report of the Secretary-General.**

Demining

122. In its previous cross-cutting report, the Advisory Committee drew attention to the fact that certain missions had significant mine clearance programmes as part of their mandated activities and that there was considerable variation in the size and nature of the missions' mine action budgets, depending on various factors. The Committee then noted that, while requirements for demining activities differed by

mission, the two main components contained in the related mine action budgets were for coordination activities, which comprised personnel costs, and for operations, which covered actual demining and other operating expenses (A/67/780, paras. 154-157).

123. In the context of its most recent review of the individual mission budgets for 2014/15, the Advisory Committee sought more comprehensive details concerning the demining activities within missions over time. Annex VI indicates how the scope of activities carried out in various missions has evolved since 2009/10. The planned and actual expenditure for mine activities has consistently increased over the period, with planned expenditure in 2014/15 amounting to some $155.6 million across 10 missions. In 2009/10, actual expenditure for the five missions with mine activities amounted to $31.1 million. Upon enquiry, the Committee was informed that activities relating to mine action included survey and destruction of unexploded ordnance, provision of operational support for disarmament, demobilization and reintegration activities and security sector reform, ammunition stockpile destruction and ensuring the physical security and safety of ammunition and small arms. The Committee also notes that support services and equipment for mine action activities are provided by the United Nations Office for Project Services through competitive tendering processes.

124. Annex VI also indicates that the three largest programmes within peacekeeping field operations, in terms of budgetary requirements for 2014/15, are in UNSOA ($42 million), UNMISS ($38.3 million) and MINUSMA ($28.1 million). The Committee was informed, upon enquiry, that the threat in Somalia related to improvised explosive device attacks targeting AMISOM personnel, convoys and infrastructure, in addition to widespread contamination from explosive remnants of war and illicit stockpiles of weapons and ammunition. In South Sudan, the threat entailed landmine contamination, including mined roads and infrastructure, explosive remnant of war contamination and unsecured weapons and ammunition. In Mali, by contrast, the explosive remnant of war threat was rather more recent and stemmed from the recent conflict, a proliferation of weapons and ammunition and a growing improvised explosive device problem.

125. In other missions, such as UNIFIL and MINURSO, mine action activities are undertaken on a smaller scale. In the case of UNIFIL, units provided by troop-contributing countries have undertaken demining efforts along the Blue Line to remove extensive landmine and explosive remnant of war contamination. In MINURSO, the explosive threat relates to contamination along the berm dividing Western Sahara (2,700 km). In MONUSCO, it is indicated that, from 2014/15, the Mission has limited its activities to providing only a rapid response capacity for explosive ordnance removal. In that connection, it is indicated in the overview report that mine action functions are among those being transferred by the Mission to the United Nations country team (A/68/731, table 16).

126. **The Advisory Committee notes the growing importance of demining activities across peacekeeping operations and the related growth in resources requested therefor. The Committee recommends that the General Assembly request the Secretary-General to include more detail in future overview reports and individual mission budget proposals to facilitate greater scrutiny of proposed activities and the related budget requests, in particular in terms of the administrative and operational arrangements.**

Construction projects

127. In its previous cross-cutting reports, the Advisory Committee made observations and recommendations on the oversight framework for major capital projects undertaken in peacekeeping operations. That followed concerns previously raised by the Board of Auditors in the context of UNAMID, in which the Board had called for more direct support and oversight by Headquarters and the need for a clear business case to be prepared for each project. The Committee has also previously requested that the respective division of responsibility and accountability for construction in missions be clarified (A/66/718, paras. 104-106, and A/67/780, paras. 94-98).

128. In its most recent report on the accounts of the United Nations peacekeeping operations for the financial period ended 30 June 2013, the Board of Auditors noted three broad areas requiring improvement: significant differences between construction budgets, the acquisition plan and actual implementation; significant delays in projects at missions; and problems in timely and accurate monitoring of field projects by Headquarters (A/68/5 (Vol. II), para. 124).

129. The Advisory Committee notes that the full details of the oversight arrangements in place, and the division of responsibility and accountability for construction projects, have not been outlined in the overview report of the Secretary-General. At the same time, the Secretary-General indicates that special emphasis has been placed on the management of large construction projects (those exceeding $1 million) and that guidelines to enhance planning and management of such projects, developed by Headquarters, will be disseminated to field missions by the second quarter of 2014 (A/68/731, para. 214).

130. Upon request, the Advisory Committee was provided with a list of mission construction projects valued in excess of $1 million that were under way in peacekeeping operations for the 2013/14 period. The Committee notes that there were 24 such projects, with a budgeted cost of $171.6 million, of which just $35.8 million, or just 20.1 per cent, had been spent as at March 2014 (see annex VII). The Committee also notes that the list differs markedly to that provided to the Committee during its review of the previous overview report, which contained 16 such projects planned for 2013/14, with a forecast cost of $59.2 million (see A/67/780, annex V). The Board of Auditors, in its report, also indicated that the statistics provided to it on the status of major construction projects were inconsistent with those identified in the past two reports of the Committee (A/68/5 (Vol. II), para. 124).

131. With regard to 2014/15, the Committee was provided with a list of 24 major construction projects, with a forecast cost of $46.5 million (see annex VIII). There is no indication, however, as to whether some of those projects are connected to those contained in the list for the prior period (i.e. multi-year projects). In the context of its review of the proposed budgets for UNSOA and UNISFA, the Committee also expressed concern relating to the accuracy of the budgeting for construction projects in those missions, in addition to deficiencies in related multi-year planning processes (see A/68/782/Add.8 and A/68/782/Add.4, paras. 12-14, respectively).

132. **In the light of previous problems highlighted by the Board of Auditors, including delays, cost overruns and project management challenges, the Advisory Committee reiterates its previous comments concerning the need for**

enhanced monitoring and oversight. The Committee also notes that projects sometimes span more than one budgetary cycle and require better long-term project planning, including the formulation of realistic budget and time frame assumptions. For multi-year projects, detail in this regard should be included in specific budget proposals, including the overall status of implementation at the time of the respective budget request.

Asset management

Board of Auditors observations

133. The Board of Auditors, in its most recent report on the accounts of the United Nations peacekeeping operations for the financial period ended 30 June 2013, estimated, based on historical costs, that, at the end of the financial year 2012/13, the non-expendable property amounted to $2.28 billion across 16 active missions, UNLB and two closed missions (MINURCAT and UNMIS). The Board noted a strengthening in the management of property, with improvements in terms of the physical verification rates and the value of "not-found-yet" non-expendable property. Some deficiencies remain, including long-term unused assets and deficiencies in the management of sensitive military assets (A/68/5 (Vol. II), paras. 17-18). Those subjects are discussed in more detail in the separate report of the Advisory Committee on the report of the Board (A/68/843).

134. Concerning the implementation of IPSAS and the Board's observations with regard to asset management, the Advisory Committee notes that the Board indicated concerns over the values attached to self-constructed assets and the validation of the methodology behind those valuations, in addition to the need to agree upon an appropriate accounting treatment for inventories held at peacekeeping missions (A/68/5 (Vol. II), para. 15).

Asset transfers between active missions

135. The Advisory Committee notes an increasing practice of transferring assets between active missions. For example, in the case of UNDOF, the Committee was informed, upon enquiry, that 15 armoured four-wheel drive vehicles had been transferred from UNAMA in 2012/13.

136. Upon enquiry, the Advisory Committee was informed that financial regulation 5.14 and related financial rules 105.23 and 105.24 governed the sale, disposal or transfer of assets declared surplus to a mission's requirements and that, once those regulations and rules had been satisfied, the Department of Field Support had the overall responsibility for ensuring that assets were sold in the best interests of the Organization to those entities, Governments, non-governmental organizations or others that contributed to the achievement of the mission's mandate and that they were disposed of properly and in accordance with the Department's environmental policies or were transferred to another mission or missions where they were most required, with a view to maximizing the Organization's investment. For example, in the case of UNDOF, standing instructions in that regard are set out in the Property Management Manual, which contains specific provisions on the disposal, sale or transfer of surplus assets.

137. In that connection, the Advisory Committee notes that, pursuant to financial rule 105.23 (c), such transfers are to be effected at fair market value. In connection

with the transfers mentioned above, however, the Committee was informed that, as a matter of practice, surplus property could in fact be transferred at no cost when a mission was at the active stage and the receiving mission was simply responsible for absorbing the freight and shipping costs of the transferred assets. It is not clear to the Committee how fair market value could be equated to no cost, in particular when assets are deemed in sufficient working order to be transferred from the surplus stocks of one active mission for use in another mission.

138. Concerning the valuation methodology, the Committee was also informed that the recent adoption of IPSAS had resulted in a change in approach so that assets are to be transferred at the capitalized cost of the asset minus accumulated depreciation. The valuation methodology developed by the United Nations IPSAS team had also implemented a standard associated cost percentage of 20 per cent for property, plant and equipment, in addition to the purchase cost.

139. **The Advisory Committee questions the Secretariat's interpretation of financial rule 105.23 (c) in this regard, in which assets declared as surplus property have been transferred to another mission at no cost to the receiving mission when a mission is at the active stage. This can, in the view of the Committee, lead to the possibility of one active mission subsidizing the activities of another and contravenes the principle of separate budgeting and financing arrangements for individual missions, as endorsed by the General Assembly. The practice of transferring assets at no cost should, in the view of the Committee, be discontinued and missions should be charged the fair market value, as stipulated in financial rule 105.23 (c). The Committee trusts that the implementation of IPSAS will also assist in improving the reporting and transparency of such asset transfers.**

140. **The Committee also intends to keep the matter of asset transfers under review, including the transfers of assets from the strategic deployment stocks in Brindisi and the disposition of assets in cases of closed peacekeeping missions.** Other detailed comments and observations on inter-mission cooperation are contained in paragraphs 58 to 72 above.

141. On a related issue, the Board of Auditors also noted that, as at 30 June 2013, 10,542 items of non-expendable property held by missions, valued at $95.74 million, had not been used for more than one year since they had been acquired by the missions (for a breakdown of those assets, see the Advisory Committee's separate report on the report of the Board, A/68/843, annex). The Committee is of the view that, if missions are unable to use such equipment, it should be promptly identified and transferred for use in other missions, or otherwise transferred to the Global Service Centre, bearing in mind the need for transparent and accurate valuation, charging and reporting mentioned above.

Ratios for vehicle and computer holdings by mission

142. In the case of missions' requirements for vehicles, the Advisory Committee, in its previous cross-cutting report, welcomed the efforts being made to ensure that the holdings of light passenger vehicles were brought in line with the standards prescribed in the Standard Cost and Ratio Manual. At that time, the Committee was informed that overall holdings of vehicles had been reduced by 2,403 vehicles (down 31 per cent) compared with the expected holdings at the end of 2012/13 (A/67/780, para. 101). In 2014, the Committee was provided, upon request, with

table 9, which provides a comparison of the proposed number of personnel for 2014/15 by mission, after allowing for prescribed vacancy rates, and the budgeted holdings for light passenger vehicles for the same period.

143. The Advisory Committee was informed that the projected holdings had increased by 25 vehicles compared with the expected holdings at the end of 2013/14, while at the same time the funded personnel had increased by 1,440 owing to the establishment of MINUSMA and the expansion of UNISFA. The Committee was also informed that efforts had been made to consolidate light passenger vehicles across all missions through the removal of old vehicles, the transfer of vehicles between missions and the placing of restrictions on vehicle replacements.

Table 9
Requirements for vehicles, 2014/15

	Personnel		*Vehicles*[a]		
Mission	*Approved*	*Funded*[b]	*Standard allocation*[c]	*Budgeted holdings*	*Variance (percentage)*
MINURSO	324	316	124	131	6
MINUSMA	1 541	1 228	405	300	(26)
MINUSTAH	1 825	1 715	621	582	(6)
MONUSCO	3 453	3 177	1 094	982	(10)
UNAMID	4 869	4 399	1 569	964	(39)
UNDOF	147	141	42	41	(2)
UNFICYP	154	151	54	35	(36)
UNIFIL	547	526	166	228	37
UNISFA	645	474	161	121	(25)
UNMIK	181	168	62	54	(12)
UNMIL	1 468	1 364	479	405	(15)
UNMISS	2 956	2 572	883	794	(10)
UNOCI	1 529	1 402	499	460	(8)
UNSOA	991	938	349	144	(59)
UNLB	133	119	48	15	(69)
Total	**20 763**	**18 689**	**6 556**	**5 256**	**(20)**

[a] Includes VIP and standard four-wheel drive vehicles and sedans; excludes troop-carrying and utility vehicles, buses and electric carts.

[b] Includes United Nations international staff, National Professional Officers, United Nations Volunteers and military and police personnel (military observers, military police and civilian police officers).

[c] Based on standard equipment as outlined in the 2013/14 Standard Cost and Ratio Manual.

144. The table shows that the proposed average ratio for light passenger vehicles is forecast to be 20 per cent below the standards foreseen in the Standard Cost and Ratio Manual for 2014/15. **The Advisory Committee welcomes the efforts of the Secretariat to align the holdings of light passenger vehicles in missions with the standards prescribed in the Standard Cost and Ratio Manual for the second year in a row. The Committee recognizes, however, that mission-specific**

operational circumstances may require variances in holdings, in which case adequate justification in the case of departure from the standards should always be provided.

145. In that connection, the Advisory Committee was also informed, upon enquiry, that the Surface Transport Section in the Logistics Support Division regularly reviewed individual mission holdings during its annual review of mission budgets or when missions requested the acquisition of vehicles (see also A/68/742, para. 269, expected accomplishment 3.1, outputs). Furthermore, a comprehensive review of all mission holdings of light passenger vehicles would be completed in the first quarter of 2014/15. **The Advisory Committee recommends that the General Assembly request the Secretary-General to provide the findings of the comprehensive review of all mission holdings of light passenger vehicles in his next overview report.**

146. In the context of its review of some missions, it became apparent that there was a variance in the allocations of vehicles at the more senior level (otherwise known as "VIP vehicles"). Upon enquiry, the Advisory Committee was informed that a practice of allowing each senior management post at the level of D-1 and above a VIP vehicle had been applied on the basis of guidance from Headquarters. No specific rules or standards could be provided to the Committee at the time of its review, however. **The Advisory Committee is of the view that the Secretariat should review the allocation of vehicles depending on the functions of particular personnel and offices, in addition to mission-specific circumstances.**

147. Regarding computing devices, in its previous cross-cutting report, the Advisory Committee noted that a review of the ratios completed in July 2012 had led to a change in the applicable standards, specifically with regard to the allocation of computers to national staff, with those national staff members performing clerical, technical or substantive functions now being equipped with computers (A/67/780, para. 103). The budgeted holdings totalled 24,817 computing devices, which represented a forecast variance averaging 6 per cent below the standards foreseen in the Standard Cost and Ratio Manual for 2013/14. That compares to the budgeted holdings of 29,251 computing devices for the 2012/13 period, which was, at that time, 28.1 per cent in excess of the standards then in place (A/66/718, table 10).

148. In 2014, as table 10 indicates, the total number of computing devices is projected to be 26,734, or 14 per cent below the updated standards, according to the Standard Cost and Ratio Manual for 2014/15. The updated standard allocation in peacekeeping operations provides for a ratio of one computing device for every designated civilian personnel member. It is indicated that all national staff, irrespective of their duties, are, according to the updated Manual, now to be allocated a computing device. This reflects a shift towards providing more support to an increasing number of national staff in more skilled roles, and more uniformed personnel integrated with civilians in the mission (A/68/731, para. 209).

Table 10
Requirements for computing devices, 2014/15

		Computing devices[a]		
Mission	*Approved personnel*[b]	*Standard allocation*[c]	*Budgeted holdings*	*Variance (percentage)*
MINURSO	530	515	465	(10)
MINUSMA	2 281	1 737	1 135	(35)
MINUSTAH	2 950	2 811	2 564	(9)
MONUSCO	6 024	5 636	5 439	(3)
UNAMID	7 754	6 892	5 987	(13)
UNDOF	226	215	216	–
UNFICYP	267	263	220	(16)
UNLB[d]	545	513	515	–
UNIFIL	1 308	1 218	1 106	(9)
UNISFA	781	582	552	(5)
UNMIK	398	383	386	1
UNMIL	2 404	2 254	1 669	(26)
UNMISS	4 793	4 085	3 452	(15)
UNOCI	2 290	2 121	1 876	(12)
UNSOA	1 432	1 343	730	(46)
RSC	430	413	422	2
Total	**34 413**	**30 981**	**26 734**	**(14)**

[a] Includes desktop computers, laptops and netbooks.
[b] Includes international and national staff, United Nations Volunteers, United Nations police, military observers, government-provided personnel and military staff officers and contractors.
[c] Based on the standard requirements as outlined in the 2013/14 Standard Cost and Ratio Manual.
[d] Including computer holdings in Valencia.

149. The changes in computer holdings for 2012/13 and 2013/14 and those proposed for 2014/15 for devices not allocated to United Nations staff but rather to contractors, government-provided personnel, loans to other entities and for other purposes[4] are set out in table 11.

[4] Namely, for the provision of connectivity to contingents, for use as spares, for use in Internet cafes, for training purposes, for high-frequency data transmission systems, for use in programming of servers, for use as radios, telephone billing purposes and CarLog systems.

Table 11
Computing devices allocated to non-United Nations personnel and for other uses

Category	*2012/13*	*2013/14*	*2014/15*
Contractors	721	893	857
Government-provided personnel	311	245	187
Loans	182	720	63
Others	6 906	6 914	6 097
Total	**8 120**	**8 772**	**7 204**

150. When the holdings budgeted for funded personnel are added to those assigned to non-United Nations personnel and for general purposes, the Advisory Committee notes that the overall holding of computer devices across peacekeeping missions has fluctuated from 37,371 devices in 2012/13 to 33,589 in 2013/14 and a projected total of 33,938 devices in 2014/15.

151. **The Advisory Committee is of the view that adaptation or alteration of the standard ratios, which will have significant financial implications across missions, such as the change in standard for the allocation of computing devices to all mission personnel in 2014/15, should be properly approved by the General Assembly. The Committee also believes that the ratios for computer holdings should also take into consideration the quantities of devices set aside for general purposes and that the guidance in the Standard Cost and Ratio Manual should be updated accordingly.**

Information and communications technology matters

152. Information and communications technology matters are covered in paragraphs 199 to 210 of the overview report (A/68/731). The Secretary-General provides an update on the implementation of the enterprise resource planning system, Umoja, in peacekeeping operations and information on the implementation status of the key technology improvement and reform initiatives of the Department of Field Support, such as regional cooperation for the delivery of information and communications services and consolidation of global geospatial capabilities. In the budget submission for UNLB for 2014/15 (A/68/727, paras. 16-27), the Secretary-General also presents a proposal for the restructuring of the Communications and Information Technology Service, located at UNLB and in Valencia. Details on the resources proposed for information and communications technology requirements, as well as on any management initiatives, are provided in the individual budget submissions for peacekeeping missions, UNLB and the peacekeeping support account.

Implementation of Umoja in peacekeeping operations

153. As indicated in paragraph 200 of the overview report, the Umoja foundation phase was initially implemented at UNIFIL on a pilot basis in July 2013 and rolled out to the remaining peacekeeping operations on 1 November 2013 (see A/68/375 and A/68/7/Add.7). Preparations are under way for the implementation of Umoja Extension 1, which is expected to be piloted at MINUSTAH in October 2014 and

rolled out to all peacekeeping missions on 1 June 2015. The Advisory Committee notes the efforts made towards the implementation of the Umoja foundation phase in peacekeeping missions and welcomes the progress achieved to date. It comments further on the implementation status of Umoja in paragraphs 13 to 20 above.

154. The Secretary-General indicates that funds totalling $3 million, $13.2 million and $10.8 million were redeployed from within existing resources in 2011/12, 2012/13 and 2013/14, respectively, to cover requirements for the implementation of Umoja in peacekeeping missions because no provision had been made in the peacekeeping mission budgets for the previous financial periods for support to Umoja and other enterprise systems. The Advisory Committee was informed that the amount of the allocation was based on the relative size — small, medium or large — of the mission. Upon request, a breakdown of those costs by mission and financial period was provided to the Committee (see annex IX). The Committee recalls that, in its report on the accounts of the United Nations peacekeeping operations for the financial period ended 30 June 2013 (A/68/5 (Vol. II), para. 84), the Board of Auditors noted that, during the 2013/14 period, the Department of Field Support had requested all missions to redeploy funds totalling $15 million[5] from the field cost centres to the Information and Communications Technology Division of the Department to cover non-budgeted costs for IPSAS and Umoja implementation.

155. In that connection, the Advisory Committee also recalls that, in his fourth progress report on the enterprise resource planning project (A/67/360), the Secretary-General indicated that indirect costs related to activities that needed to be performed throughout the Secretariat prior to the deployment of Umoja[6] were, in principle, part of the operational responsibilities of the implementing departments and stated his expectation that the departments concerned would make every effort to absorb those costs. In its related report, the Committee recommended that the General Assembly should request the Secretary-General to maintain a detailed accounting of the indirect costs of preparatory activities to be borne by the implementing offices, departments and other entities and those to be covered under the Umoja project budget and to provide fully transparent information on those costs to the Assembly in the progress reports on Umoja (A/67/565, para. 93). In its resolution 67/246, the Assembly endorsed the conclusions and recommendations of the Committee. The Assembly also noted that no specific information had been shared with Member States concerning the related costs and activities of the Umoja project and reiterated its request to the Secretary-General to include such information in his next annual progress report and to make every effort to fully implement such activities within the approved budget level of each department. **The Advisory Committee trusts that the Secretary-General will provide the information requested by the General Assembly in his forthcoming sixth progress report on the enterprise resource planning system. It emphasizes the need for a transparent presentation of the full costs relating to Umoja implementation borne to date by the implementing departments, offices and**

[5] The Advisory Committee was informed that, while $15 million had been requested, after review by the Office of Programme Planning, Budget and Accounts, the Controller had agreed to redeployments limited to $10.8 million.

[6] Including cleansing and enriching data to be migrated to the enterprise resource planning system, system validation, end user training and information technology infrastructure required to support the system.

missions, as well as of the overall resources made available to UNLB and the facility in Valencia for Umoja hosting and support services.

156. The individual budget submissions for 2014/15 of all peacekeeping missions and UNLB contain proposals for an allocation of indirect costs to support Umoja and enterprise and peacekeeping-specific systems in the field. The resources proposed for this allocation across all missions and UNLB amount to $37,276,300. The Secretary-General provides explanations on the proposed requirements in paragraphs 243 to 247 of the overview report, including a breakdown by category of expenditure and mission (tables 10 and 11). The Secretary-General states that the resources would cover requirements for investments in communications and information technology infrastructure upgrades at the enterprise data centres in Brindisi and Valencia, non-infrastructure services, access to other enterprise systems such as iNeed and Inspira and peacekeeping-specific applications hosted at the centres in Brindisi and Valencia, preparatory activities relating to the implementation of Umoja Extension 1 and requirements for post-implementation support of the Umoja foundation phase.

157. The proposed additional requirements of $37,276,300 comprise $15,904,100 under communications technology for infrastructure upgrades and support, including a new satellite communications platform with additional capacity/bandwidth with acceleration solutions to enhance performance for all peacekeeping users; $20,172,200 under information technology for additional hardware, licences, services for storage and backup, firewalls, access layer switches and servers, in addition to non-infrastructure costs to support applications, including requirements for data management, service desk and information management services; and $1,200,000 for one-time training and non-training travel costs relating to the implementation of Umoja Extension 1. Upon enquiry, the Advisory Committee was provided with a further breakdown of the additional requirements, showing that the amount of $37,276,300 proposed for 2014/15 comprised $10,134,500 in one-time costs and $27,141,800 for recurring requirements (see annex II).

158. In addition to the above resources, the Advisory Committee notes that the Secretary-General is proposing an amount of $797,000 under the peacekeeping support account budget for the Office of Information and Communications Technology for 2014/15 (A/68/742, paras. 537-539) for the relocation of hosting services for Inspira to the Global Service Centre in Valencia. The system is currently hosted by a third-party vendor. The Secretary-General states that the resources were previously presented in the support account proposal for the Office of Human Resources Management and that there are no additional resources resulting from the change in hosting services from a third-party vendor to the Centre. **The Advisory Committee considers that the migration of the Inspira system from outsourced to in-house hosting should be more cost-effective and allow economies of scale, taking into account the continuing expansion of the enterprise data centres for Secretariat-wide support of Umoja and other systems (see paras. 161 and 162 below).**

159. The Advisory Committee notes that, in 2014, post-implementation support for Umoja will be required for the cluster 1 and 2 entities that have already implemented the Umoja foundation phase (peacekeeping operations and special political missions). As the system is rolled out to other clusters in 2015, however, post-implementation support for Umoja will be extended to the entire Secretariat,

including, in addition to peacekeeping missions, Headquarters offices and departments, offices away from headquarters, the regional commissions and numerous other duty stations worldwide, as well as other entities, such as the International Court of Justice, the ad hoc tribunals, the International Civil Service Commission, the United Nations Institute for Training and Research and the United Nations Institute for Disarmament Research (see A/67/565, annex III).

160. **The Advisory Committee stresses the need to clarify support arrangements before the full deployment of Umoja throughout the Secretariat and recommends that the General Assembly request the Secretary-General to submit proposals for its consideration in this regard. The Committee emphasizes the need for establishing comprehensive and detailed estimates of the direct and indirect costs of Umoja support, as well as for accurate accounting and transparent reporting on those requirements. The totality of the resources made available to UNLB and the facility in Valencia for hosting and providing Umoja support services should be reflected in a fully transparent manner in future budget submissions and performance reports of UNLB, including cost-recovery income received from peacekeeping operations and other user departments, offices and entities. The Committee also emphasizes the need to apportion Umoja support costs among user departments, offices, missions and entities and service providers in a transparent and proportionate manner.**

161. In addition to Umoja, the enterprise data centres host, or will host, other enterprise and departmental systems and provide other related services such as global service desks and disaster recovery and business continuity. In his budget submission for UNLB for 2014/15 (A/68/727, para. 16), the Secretary-General sets out the strategic priorities of the Communications and Information Technology Service, which include the expansion of the information and communications technology hosting services to support the needs of the entire Organization, the expansion of the Umoja information and communications technology support infrastructure to support Umoja extensions 2 and 3, the migration, hosting and support of the Inspira system, the establishment of a global Umoja user help desk, the centralization of the operational resilience infrastructure and systems and the provision of centralized infrastructure monitoring and support services. **The Advisory Committee considers that these strategic priorities denote a marked shift in the role of the Communications and Information Technology Service located at UNLB and at the facility in Valencia, which would become a provider of information and communications technology services to the entire Secretariat rather than to peacekeeping operations only, as has been the case to date.**

162. **In view of the foregoing, and given the expansion and scope of the services to be provided by the enterprise data centres, the Advisory Committee reiterates that there is a need to clarify, among other things, the lines of responsibility and accountability for the management of the centres, in particular the respective roles of the Office of Information and Communications Technology of the Department of Management and the Information and Communications Technology Division of the Department of Field Support; performance standards for the delivery of services, provision of support and maintenance of the enterprise and other systems hosted at the centres; details on the financing of the centres; and cost-sharing and cost-**

recovery arrangements (see A/67/780/Add.10, para. 36). The Committee recommends that the General Assembly request the Secretary-General to elaborate on the above in his forthcoming report on the revised information and communications technology strategy (see Assembly resolution 67/254, para. 12). It emphasizes the need to ensure detailed and transparent accounting and reporting on the costs of the enterprise data centres and the utilization of resources provided through cost-recovery mechanisms for the operation of and support services provided by the centres.

Consolidation of global geospatial capabilities

163. In paragraphs 204 to 207 of the overview report (A/68/731), the Secretary-General provides information on the action taken to date to consolidate global geospatial capabilities following the transfer of the Cartographic Section from the Logistics Support Division to the Information and Communications Technology Division, which was approved by the General Assembly in its resolution 67/287 (see A/67/723, para. 140, and A/67/780, paras. 149-153). On the basis of a review of its global geospatial capabilities, the Department of Field Support has identified functions currently performed in field missions for consolidation and centralization, namely satellite imagery management and generic processing, spatial, terrain, environment and image analysis, topographic and base mapping, geospatial application development through a tighter integration with the Information and Communications Technology Division and standardization of processes, products and data models. The Secretary-General proposes to centralize geospatial functions at UNLB. The Geographic Information Systems Centre of the Logistics Service at UNLB would be integrated into the Communications and Information Technology Service to create a service for geospatial, information and telecommunications technologies, mirroring the transfer at Headquarters of the Cartographic Section from the Logistics Support Division to the Information and Communications Technology Division. The proposals of the Secretary-General for the organizational arrangements and staffing of the service are contained in the budget submission for UNLB for 2014/15 (A/68/727, paras. 19-22). The Advisory Committee's recommendations and comments are provided in its related report (A/68/782/Add.8).

Regional cooperation for the delivery of information and communications technology services

164. In paragraph 203 of the overview report, the Secretary-General outlines proposals to extend the concept of regional cooperation for the delivery of information and communications technology services to the missions that are not covered under existing regional cooperation arrangements. Currently, such arrangements exist for missions in the Middle East (UNIFIL, UNDOF, UNTSO, Office of the United Nations Special Coordinator for Lebanon, Office of the United Nations Special Coordinator for the Middle East Peace Process and UNFICYP) and the missions in East and Central Africa (UNAMID, MONUSCO, UNMISS, UNSOA/United Nations Assistance Mission in Somalia, United Nations Office in Burundi, UNISFA, BINUCA) and the United Nations Office to the African Union. The Secretary-General indicates that the regional cooperation arrangements enable the participating missions to share infrastructure and will create an environment conducive to the exchange of technological support best practice. The Secretary-General proposes to cover the remaining missions (MINURSO, MINUSMA,

UNMIL, UNOCI, UNMIK, MINUSTAH, United Nations Support Mission in Libya, United Nations Office for West Africa, United Nations Integrated Peacebuilding Office in Sierra Leone and United Nations Integrated Peacebuilding Office in Guinea-Bissau) at the Field Technology Operations Centre, proposed to be established through the integration of information and communications technology facilities located in Brindisi and Valencia. The Advisory Committee's recommendations on those proposals are contained in its report on the budget submission for UNLB (A/68/782/Add.8). **The Advisory Committee emphasizes the importance of ensuring transparent budgeting of information and communications technology services shared regionally so that costs relating to the use of such services are covered by the missions using those services.**

165. The Advisory Committee recalls that the regional approach to the provision of information and communications technology services was initially proposed in 2010 (A/64/643) and has been progressively implemented over the past four years. **As the initiative approaches its five-year mark, the Advisory Committee would find it helpful to receive an assessment of the progress achieved and lessons learned over the implementation period, in addition to a cost-benefit analysis and a comparison with alternative arrangements for regional cooperation, such as, for example, the regional service centre model, which has been operational in Entebbe since 2010. The Committee is of the view that, as the United Nations moves towards consideration of various options for a new service delivery model, a comparison is warranted between the respective merits and challenges inherent in those two approaches to improving efficiency in service delivery — one based on increased coordination and cooperation and the other on a shared services model. The Committee recommends that the General Assembly request the Secretary-General to provide such an assessment in his next overview report.**

Peacekeeping information and communications technology expenditure

166. The current reporting arrangements on information and communications technology resources and expenditure devoted to peacekeeping operations are provided separately in the individual performance reports and budget submissions of peacekeeping missions, UNLB and the peacekeeping support account for Headquarters departments and offices. Furthermore, within the individual budgets, expenditure relating to such technology (posts, temporary assistance, contractual services, software licences and information and communications technology equipment) are recorded under various categories of expenditure. In addition, there are multiple types of information and communications technology personnel — staff, contractors, consultants, United Nations Volunteers — that are managed in various repositories. Consequently, there is no comprehensive view of the total cost, budget and staffing of information and communications technology in peacekeeping. Upon request, the Advisory Committee was provided with a staffing summary showing that, as at 21 February 2014, the total number of communications and information technology personnel under all categories of personnel (including consultants and individual contractors) in field missions, UNLB, the facility in Valencia and at Headquarters had risen to 3,197 (see annex X). **The Advisory Committee considers that such information is necessary for proper planning and budgeting, as well as for improving the decision-making process on information and communications technology matters, and also as a point of**

reference for comparing costs over time and internally with other information and communications technology units in the Secretariat.

167. During its consideration of the proposals for the Office of Internal Oversight Services under the peacekeeping support account, the Advisory Committee was informed, upon enquiry, that there was no record of a comprehensive, Secretariat-wide audit of peacekeeping information and communications technology expenditure having been conducted, nor was such an audit planned. The audits completed in recent years related to, among other things, the strategic planning process for resource requirements and acquisition of information and communications technology equipment, software and services for peacekeeping operations.

168. **Given the significant changes taking place in the information and communications technology landscape of the United Nations, including the implementation of enterprise systems and enterprise data centres used Secretariat-wide, and taking into account the magnitude of the resources required for the provision of information and communications technology services and infrastructure, the Advisory Committee considers that a comprehensive audit of information and communications technology expenditure in peacekeeping would be timely and is required to provide the General Assembly with assurances that the resources dedicated to information and communications technology requirements in peacekeeping are utilized in the most cost-effective and efficient manner possible, as well as to facilitate decision-making regarding the future direction of and investments in information and communications technology. Accordingly, the Committee intends to request the Board of Auditors to conduct a comprehensive, Secretariat-wide audit of peacekeeping information and communications technology expenditure and to present the outcome of that audit in the next report of the Board on peacekeeping operations.**

169. **The audit should cover all peacekeeping information and communications technology activities at Headquarters, UNLB, the facility in Valencia, field missions and any other relevant location providing or receiving peacekeeping information and communications technology services; the totality of resources provided and expenditure under the regular budget and peacekeeping sources of funding, in addition to cost-recovery income received for hosting and support services provided for Umoja and other enterprise or departmental systems; all categories of personnel, including staff, contractors, consultants and volunteers; all categories of assets; and procurement procedures. The audit should also provide an assessment of the extent to which the resources made available for IPSAS and Umoja support were, and continue to be, used in the most efficient manner possible. In addition, the audit should cover the respective roles and responsibilities of the Information and Communications Technology Division of the Department of Field Support and the Office of Information and Communications Technology of the Department of Management.**

170. In this connection, the Advisory Committee recalls that a review conducted in 2010 of overall Secretariat expenditure, assets, resources and staffing for information and communications technology showed an annual budget of $563 million and total information and communications technology personnel of

2,761, including external contractors, across all peacekeeping and special political missions (A/65/491; see also para. 166 above). At that time, the Secretary-General had highlighted the difficulties encountered in determining consolidated budget and staffing figures: owing to the lack of consistent and comparable data across the Organization, the overall budget estimate was based on a time-consuming manual compilation of information from various documents, making it difficult to track the costs of information and communications technology activities regularly. The Committee had been informed that the implementation of Umoja would alleviate those difficulties and allow regular monitoring and tracking of information and communications technology capacity worldwide. **Taking into account that Umoja has been operational at all peacekeeping missions since November 2013, the Advisory Committee trusts that the required data are being captured and will be available for improved reporting. The Committee recommends that the General Assembly request the Secretary-General to provide henceforth in his overview report on peacekeeping, on a regular basis, a comprehensive and consolidated picture of the overall budget and staffing requirements for the budget period, as well as of expenditure incurred during the performance period, taking into account the totality of the resources and all categories of personnel engaged for information and communications technology activities in peacekeeping.**

Other matters

171. In paragraphs 292 to 294 of the budget submission for the support account for peacekeeping operations for 2014/15 (A/68/742), the Secretary-General indicates that the Information and Communications Technology Division of the Department of Field Support at Headquarters delivers voice, video, high-speed data and network capability and provides technology-based solutions and geospatial information to peacekeeping operations and UNSOA, in addition to the Department of Peacekeeping Operations and the Department of Field Support at Headquarters. The Advisory Committee requested clarification as to why services such as high-speed data and network capability were provided to those two departments by the Division rather than by the Office of Information and Communications Technology, which also provides such services at Headquarters. The Committee was informed that the Division was responsible for information and communications technology service delivery and non-enterprise field-specific information and communications technology solutions for the personnel of those departments at Headquarters and, accordingly, provided information and communications technology operational, logistics and administrative support to users from those departments for those specific applications for which it was responsible. **The Advisory Committee emphasizes the importance of ensuring that there is no duplication of effort in the delivery of information and communications technology services at Headquarters. It recommends that the General Assembly request the Secretary-General to clarify, in his forthcoming report on the revised information and communications technology strategy, the roles and responsibilities of the various information and communications technology units at Headquarters in this regard, in addition to any cost-recovery arrangements (see Assembly resolution 67/254, para. 12).**

172. In paragraph 315 of the budget submission for the support account for peacekeeping operations for 2014/15, the Secretary-General proposes an amount of

$1,271,100 for contractual services to provide support at the tier 2 level for all Lotus Notes applications utilized at Headquarters by Department of Peacekeeping Operations and Department of Field Support personnel. Upon enquiry, the Advisory Committee was informed that the resources did not relate to e-mail applications, but to Lotus Notes-based systems for official business travel authorization, planning Department of Peacekeeping Operations commitments and representational activities (planner), management of Department of Peacekeeping Operations external media and information contacts, correspondence management (mail action records system), staff attendance management (matrix) and tracking activities and information in support of the local committees on contracts and the Headquarters Committee on Contracts. **The Advisory Committee notes that some of those systems will be replaced by Umoja and recommends that the General Assembly request the Secretary-General to provide an update thereon in his next overview report.**

173. During its consideration of the budget submission for the support account for peacekeeping operations for 2014/15, the Advisory Committee learned that the Department of Field Support was in the process of switching its e-mail system from Lotus Notes to Microsoft Outlook. The Committee was informed that the switch was intended to facilitate sharing of resources and mail support provided by the Information and Communications Technology Division to peacekeeping partners in the field, including United Nations agencies, funds and programmes. Furthermore, Microsoft Outlook was included in the Microsoft Office Suite already under licence by the Secretariat, thereby eliminating the need to pay for a separate e-mail client in the field. The expected savings would be realized following the completion of the migration in 2014/15 and would be reflected in the budget proposals for that period. The Committee was further informed that between 800 and 900 Lotus Notes applications had been migrated with the change from Lotus Notes to Microsoft Outlook. **The Advisory Committee recommends that the General Assembly request the Secretary-General to provide in his next overview report further information on the implementation status and scope of the project. It emphasizes the need for collaboration and cooperation between the Information and Communications Division of the Department of Field Support and the Office of Information and Communications Technology of the Department of Management in planning and implementing such projects.**

Information and communications technology strategy

174. In its resolution 67/254, the General Assembly requested the Secretary-General to submit for its consideration at its sixty-ninth session a revised information and communications technology strategy for the Secretariat. In this connection, the Advisory Committee recalls that, in its report on the handling of information and communications technology affairs in the Secretariat (A/67/651), the Board of Auditors noted that insufficient recognition had been given in the information and communications technology strategy of the United Nations to the size and major contribution of peacekeeping activities (which are estimated to account for around 75 per cent of the total information and communications technology budget and 68 per cent of the Organization's information and communications technology staff), or to how harmonization and economies of scale could be achieved by harnessing the potential of this capacity and expenditure. The Board further noted that the Secretariat had identified a number of elements that

could be addressed in the reformulated strategy, such as the definition of a revised set of policies and standards that could be enforced across the Organization, including in the peacekeeping area, in urgent matters such as information security, application systems control and audit trails. **The Advisory Committee trusts that the Department of Field Support and the Office of Information and Communications Technology will collaborate to explore the above issues in the context of the aforementioned revised information and communications technology strategy to be submitted for consideration by the General Assembly at its sixty-ninth session (see General Assembly resolution 67/254, para. 12).**

Air operations

175. Information with regard to the management of air operations in peacekeeping is outlined in paragraphs 187 to 196 of the overview report (A/68/731). The aviation fleet deployed across peacekeeping operations and special political missions currently comprises more than 200 rotary and fixed wing aircraft. Under the proposed requirements for the 2014/2015 period, set out in table 9 of the same report, $811.5 million is requested for air transportation for the active peacekeeping missions, reflecting a $ 146.8 million (or 15 per cent) decrease in relation to the apportionment for the 2013/14 period. In 2012/13, the apportionment for air transportation amounted to $841.1 million. Specifically, the Advisory Committee notes that the reconfiguration of air transportation assets and operations in MONUSCO, UNAMID, UNISFA, UNMIL and UNOCI are cited as main factors in the variance in the resource requirements for 2014/15 (A/68/731, table 12). The report also refers to an emerging practice of sharing commercially contracted aircraft between different missions on a user-pays basis instead of procuring additional aircraft, as a short-term solution to immediate requirements (para. 193). **In this connection, the Advisory Committee trusts that proper cost-recovery and reporting systems are in place to ensure that the costs of aircraft are charged to the budgets of the missions for which they are being used.**

176. In this connection, the recommendations of the Advisory Committee with respect to inter-mission cooperation are contained in paragraphs 58 to 79 above. The Committee was also informed, upon enquiry, that, in general, peacekeeping missions with air assets allow free-or-charge travel by personnel from the United Nations agencies, funds and programmes on a space-available basis. **The Committee looks forward to receiving overall usage statistics concerning the use of air assets in peacekeeping operations in future overview reports, including those relating to the usage by individuals from the United Nations agencies, funds and programmes as well as other entities, on both a paying and non-paying basis.**

Development of a comprehensive aviation performance framework

177. The Secretary-General has previously highlighted the importance of developing suitable metrics and key performance indicators for the global management of air operations, stating that they were fundamental to the evaluation of the net cost-benefits to Member States (see A/65/738, para. 28). The Advisory Committee subsequently underlined the importance of establishing those benchmarks (A/66/718, para. 124) and the General Assembly, concurring with the Committee's observations, reiterated previous legislative requests in this regard (resolution 66/264, para. 33). In the context of its last review of the Secretary-General's overview report, the Committee was informed that key performance

indicators were being developed in conjunction with the introduction of an in-house automated reporting system for aviation (A/67/780, para. 116). In that connection, the Committee recalled that the acquisition of such a system had been initiated as long ago as June 2008 and that repeated efforts to procure such a system had been unsuccessful (para. 118).

178. In the latest overview report, it is indicated that in lieu of a commercial air transport management system, a series of aviation modules, called the Aviation Information Management Suite, are being developed in-house, with roll-out scheduled to commence in March 2014 following conclusion of a pilot exercise in UNAMID, MONUSCO and UNMISS. The report states that, in addition to supporting air operations planning, the capture of high-volume data will establish a baseline for benchmarks and key performance indicator analysis (A/68/731, para. 195). This analysis will, according to the Secretary-General, greatly assist in reinforcing safety oversight, optimizing aircraft usage, assessing the relevance of fleet composition, enabling the application of historical usage data in forecasting and defining procurement needs and monitoring and analysing contract performance and compliance (para. 196).

179. **The Advisory Committee welcomes the implementation of an aviation management information suite and looks forward to the subsequent development of key performance indicators to better benchmark and manage United Nations air operations. The Committee trusts that information concerning their development and application, and the resulting benefits, will be included in the next overview report of the Secretary-General.**

Review of air operations safety

180. The report of the Secretary-General refers to a tragic incident in which four crew members perished when a MONUSCO-contracted helicopter crashed into mountainous terrain near Bukavu in March 2013 (A/68/731, para. 194). As a result of this accident, the Secretariat undertook an examination of measures either already introduced or under consideration by different civil aviation authorities. The review identified an increasing trend towards the installation of different warning systems to reduce the risk of such accidents. Upon enquiry, the Advisory Committee was informed that, on the basis of this review, a request for these types of systems to be installed on all United Nations commercially contracted rotary-wing aircraft was being implemented. **The Advisory Committee concurs that all efforts should be taken to improve the safety of United Nations air operations and looks forward to receiving further details concerning the installation of appropriate warning systems in all commercially contracted rotary-wing aircraft in the next overview report of the Secretary-General.**

Respective roles and responsibilities for air operations management

181. As regards the roles and responsibilities of different actors with respect to air operations management for field missions, the Advisory Committee was provided, upon request, with the following explanation with respect to the current division of labour:

(a) The Air Transport Section within the Logistics Support Division of the Department of Field Services at Headquarters holds primary responsibility for aviation operations. The Section provides advice and technical expertise to senior

leadership at Headquarters and provides missions with policy guidance for implementing operations as well as monitoring and oversight all areas of aviation. As such, the Section plans, organizes, trains and equips all field operations with aviation assets, personnel and services and sets the criteria for assessing and evaluating the overall programme. The Section also sets the resource planning and justification guidance and reviews the field budget submissions with respect to air operations;

(b) The Strategic Air Operations Centre situated at the Global Service Centre exercises global operational control over strategic airlift movements in coordination with Headquarters and mission headquarters, through centralized planning and tasking of all out-of-mission-area and inter-mission air movements. The Centre provides global monitoring and tracking of all aircraft engaged in strategic airlift movements. Consequently, it identifies opportunities for optimization of regular flight schedules and provides recommendations to the Air Transport Section for development of the United Nations air fleet composition plan. The Centre also assesses global fleet management performance with a view to optimizing the fleet utilization rate and aircraft load factors and to shape fleet compositions to actual demands;

(c) The Transportation and Movements Integrated Control Centre, which is part of the Regional Service Centre, is a regional entity charged with optimizing multi-modal movement planning and execution (not limited to aviation) for the client missions serviced by the Centre. Its main focus is integrated planning of the movement of personnel and cargo between missions in East Africa using all available transportation means. Working with the joint movement coordination centres located in client missions, it monitors and advises on movement planning for those missions. The Centre also provides infrastructure support, including for airfield construction/upgrade and maintenance, and coordinates specialized training requirements for the missions. The Centre is not involved in the tasking of aircraft and the execution of flight operations and is not responsible for flight safety issues.

182. The Advisory Committee notes that in the 2014/15 budget proposal for UNSOA, it is indicated that the Transportation and Movements Integrated Control Centre is responsible for the timely coordination of regional troop and police movement flights for UNSOA (A/68/745, para. 81, indicator 2.4.1). This would, in the view of the Committee, entail a direct execution of flight operations for that mission, which would appear to be at odds with the explanation provided above concerning the role of the Centre.

183. The Advisory Committee was also provided, in the context of its review of the support account for peacekeeping operations, the staffing table for posts and positions for all aviation functions located in each of the above entities. Further comments and observations on the staffing proposals for the Air Transport Section are contained in the Committee's report on the resource proposals for the support account for peacekeeping operations.

184. **Based on its most recent review of the overview report of the Secretary-General and the reports on the implementation of the global field support strategy (see para. 221 below), along with the 2014/15 resource requirements in respect of the support account for peacekeeping operations and the United Nations Logistics Base in Brindisi, the Advisory Committee is not convinced that an optimal division of labour is in place for the management of**

peacekeeping air operations and recommends that the General Assembly request the Secretary-General to review the current arrangements to achieve the most efficient and effective division of labour. The Committee intends to keep the matter under review and trusts that further detail in this regard will be included in the next overview report of the Secretary-General.

Reported savings arising from the introduction of a long-range wide-body aircraft

185. In paragraph 215 of his overview report (A/68/731), the Secretary-General provides information concerning the contracting of a long-range, wide-body passenger aircraft to transport military and police units on initial deployment, periodic rotation and repatriation. The Secretary-General indicates that the use of that aircraft under a long-term service agreement has resulted in operational and cost efficiencies of over $8 million in the most recent annual operational cycle, along with a number of qualitative benefits. The Advisory Committee recalls its related comments and observations concerning the implementation of this arrangement in its previous report on cross-cutting issues(A/67/780, paras. 121-123). At that time, the Committee was informed that having the aircraft on a long-term basis obviated the need for multiple short-term bids. Details were also provided at that time, upon request, concerning the cost structure for the operation of the lease agreement. During its most recent review, the Committee asked whether the reported cost savings had been validated by an independent third party. The Secretariat confirmed that, while that was not currently the case, the savings were, in the view of the Secretariat, based on thorough and sound analysis and could be subjected to an independent verification pursuant to the direction of the General Assembly.

186. **The Advisory Committee recommends that the General Assembly request the Secretary-General to entrust the Office of Internal Oversight Services with an independent audit of the reported costs and benefits. The results of this audit should be made available to the Assembly in the next reporting cycle.**

Fuel management

187. In recent years, the Advisory Committee has commented quite extensively in its reports on cross-cutting issues on different aspects of fuel management in field operations, specifically concerning the standards applied for planning and budgeting aviation fuel usage (A/66/718, paras. 129-131 and A/67/780, paras. 128-130) as well as significant differences in the usage standards applied for fuel used for facilities, infrastructure, ground transportation and naval transportation across missions and the related lack of transparency in reporting (A/67/780, paras. 133-135). In addition, the Committee has sought information concerning the introduction of turnkey arrangements in some peacekeeping missions, wherein a commercial vendor is responsible for all stages of fuel provision, including storage and distribution (A/66/718, paras. 132-135 and A/67/780 paras. 137-138). In this connection, the Board of Auditors has also made certain observations and recommendations concerning the management of fuel in field missions (A/67/5 (Vol. II), paras. 107-111 and A/68/5 (Vol. II), paras. 112-123).

188. In his latest overview report, the Secretary-General indicates that fuel continues to be a critical resource in field missions and is managed within the provisions of the Fuel Operations Manual. To ensure a better understanding of the

Manual's provisions, a guidance document is being developed and will be issued to missions by mid-2014 (A/68/731, para. 211). The Secretary-General also points out that efforts to contain expenditures on fuel, have been taken in a context of global price increases, stating that average fuel prices have risen by 17 per cent over the last five years (para. 90).

189. The Secretary-General indicates in his overview report that fuel operations across different missions are carried out either on a turnkey basis or as in-house or hybrid operations, depending on operational conditions and cost-benefit analyses (A/68/731, para. 211). However, the Committee notes that no comprehensive analysis of the costs and benefits of the different options, along with the circumstances determining the most appropriate approach in different locations, has ever been included in past or present overview reports.

190. The Committee also notes that the Board of Auditors, in its most recent report on the financial statements of peacekeeping operations, also states that it continued to note an inconsistent budgeting methodology applied for generator fuel management. In its response to this observation, the Department of Field Support acknowledged the need for specific guidance in this regard and indicated that it would instruct all missions to use historical data and new missions to use fuel calculators with a load factor between 60 and 75 per cent in volume estimation, depending on the state of the generators (A/68/5 (Vol. II), paras. 64 and 65).

191. **The Advisory Committee recalls that, although the General Assembly requested the Secretary-General to report on all aspects of fuel management in peacekeeping missions at the resumed sixty-seventh session (resolution 65/289, para. 39), the Secretary-General's current and previous overview reports do not, in the view of the Committee, adequately respond to this request. Given the level of expenditure on fuel, the risk of fraud and abuse in this area and the repeated observations of the Board of Auditors thereon, the Committee stresses that a comprehensive analysis should be completed and submitted to the General Assembly for its consideration without further delay.**

192. On a related matter, in his previous overview report, the Secretary-General referred to the implementation of an electronic fuel management system which was being tested at the time, with plans to deploy it across four missions during 2013/14 (A/67/723, para. 161). In his latest report, the Secretary-General states that this system was subsequently modified and implemented in MINUSTAH, in conjunction with an associated financial module. The report states that the system is in use, but with "some limitations". It is, however, also indicated that a new and different electronic fuel management system, developed at Headquarters by the Office of Information and Communications Technology of the Department of Management, was deployed in UNOCI and UNIFIL in late 2013, with planned roll-out in MONUSCO and MINUSMA to follow. The Secretary-General indicates that with its full integration with Umoja, this system will emerge as a single platform to manage fuel operations and associated planning and financial management (A/68/731, para. 202). **The Committee looks forward to receiving additional details on the implementation and impact of the electronic fuel management system in the next overview report of the Secretary-General.**

Rations management

193. The latest overview report of the Secretary-General refers to the introduction of new ration standards for field missions. It is indicated that global solicitations following the introduction of the new standards are nearing completion, with eight contracts already awarded, four under solicitation and preparations for two others under way. It is estimated that upon completion of the transfer to the standards, savings of up to 10 per cent from annual rations expenditures may be realized. The report also indicates that an electronic rations management system is being developed in collaboration with the Department of Management at Headquarters (A/68/731, para. 213). In its last cross-cutting report, the Advisory Committee commented that the implementation of such a system had been repeatedly delayed and that the in-house solution should be implemented as a matter of priority (A/67/780, para. 143).

194. At its request, the Advisory Committee was informed that both the new and old rations standards are based on a daily intake of 4,500 calories per soldier. The new standards provide detailed requirements in terms of product specifications, processing standards, nutritional facts and packaging requirements. In addition, compliance validation is set out in the standard, shifting the burden of proof of compliance to the vendor. The refined scope of work contains compliance criteria based on acceptable performance levels, with the possibility of imposing financial penalties on suppliers that are non-compliant. The global solicitation exercise launched in 2011 will replace 13 existing contracts. As of April 2014, eight new contracts had been awarded and put in place.[7] The Committee was also informed that the new contracts already in place will reduce the average contracted cost per person per day to $8.50 (compared to an average of $9.98 under the old contracts).

195. From the information made available to it, the Committee notes significant variances in the daily costs between missions, ranging from $5.27 per soldier per day in UNIFIL to $10.92 per soldier per day in UNMISS. In its consideration of the Secretary-General's previous overview report, the Committee was informed that the major drivers of cost variance include transportation, warehousing, storage and insurance costs, which vary from mission to mission depending on the proximity to major food sources and the availability of local infrastructure.

196. **The Advisory Committee recalls its view that, in looking for efficiencies in rations management, the Secretariat should not reduce the quantity or quality of the food available but should rather focus on arrangements for transportation, warehousing and storage of rations. The quality of rations should not be compromised by any alteration to the scale or related supply arrangements (A/67/780, para. 141). Furthermore, the Committee reiterates its recommendation that the electronic rations management system be implemented as a matter of priority and that details concerning its implementation and the required interface with Umoja be included in the next overview report (para. 143). Finally, the Committee recalls its suggestion that to facilitate comparison of rations costs between missions, future overview reports could contain itemized costs, including the free-on-board cost, insurance, transportation, warehousing and storage (para. 142).**

[7] Contracts in respect of rations provision for UNSOA, UNAMID, MONUSCO, UNMISS, UNFICYP, UNDOF, UNISFA and UNIFIL.

197. On a related matter, during its consideration of the Secretary-General's proposals for certain missions, the Advisory Committee was informed that the military observers were required to consume combat rations twice a month in order to ensure that the stock was utilized prior to its expiry date. Upon request, the Committee was also informed that one combat rations pack is a complete package of ready-to-eat food for three full meals. The Advisory Committee was further informed that combat rations were purchased for long-range or overnight patrols during which there was no access to fresh or cooked rations and also to serve as operational reserves for situations in which the supply of fresh or cooked rations was interrupted as a result of transportation difficulties or emergency situations. **The Committee trusts that all efforts will be made to limit the use of combat rations in field missions to their intended purpose.**

Travel expenditures management

198. For the 2014/15 period, the Secretary-General requests resources totalling $50.9 million for all peacekeeping operations, UNLB and the support account (A/68/731, table 9), which represents a $247,700 (or 0.5 per cent) increase over the apportionment for the 2013/14 period. The Advisory Committee notes, however, that this figure includes six-month projections for UNMISS, so the overall projected increase for 2014/15 is likely to be higher as a result.

199. In recent cross-cutting reports, the Advisory Committee has made a number of observations with respect to official travel, including the disruptive effect that frequent or extended absences from the mission can have on the day-to-day work of staff and on effective programme delivery, as well as the need to increase the utilization of videoconferencing and other methods of representation (A/66/718, para. 138 and A/67/780, para. 145). Similarly, the Board of Auditors has cited prior instances in which expenditure on official travel has exceeded the approved budget (A/67/5 (Vol. II), paras. 154-164).

200. During its consideration of the mission budget proposals for 2014/15, the Advisory Committee has noted further instances where a more prudent use of the Organization's resources would have been expected. For example, there is extensive travel planned to United Nations Headquarters by staff in support-related functions, particularly from certain specific missions such as UNAMID (99 planned person trips), UNSOA (50 planned person trips) and MINUSMA (37 planned person trips). There is little evidence, however, that efforts have been made to consolidate or combine Headquarters-related meetings or briefings to reduce the need for so many trips. The Committee also notes considerable variance in the length of different workshops and training sessions held outside missions. In the case of UNSOA, in response to a specific query concerning the number of planned trips, the Committee was informed that there is a "standing request" for participation at the Chief and Deputy Chief level for annual conferences held at Headquarters. This requirement was not, however, reflected in the mission budget proposals of any other missions. In the case of three missions (MINUSMA, UNISFA and UNSOA), the Committee also noted instances where trips undertaken by staff based at Headquarters were charged to the mission. Finally, as a result of a query that arose in the context of the Committee's review of the proposed 2014/15 budget for UNOCI, the Committee was informed that some $1.3 million travel costs for expert panels for field recruitment were allocated across the missions.

201. In addition, the Advisory Committee continues to note, as it did in its first report on the proposed programme budget for the 2014-2015 biennium (A/68/7, para. 117-121), that the impact of specific provisions contained in recent General Assembly resolutions concerning the standards of accommodation for air travel (resolutions 65/268, sect. IV and 67/254, sect. VI) have not been systematically presented in peacekeeping mission budget proposals for 2014/15, including savings arising out of better travel planning , advance-purchase discounts and new restrictions on business-class trips. In the case of one mission, however (MINUSTAH), an attempt had been made to quantify the impact of these changes for the 2012/13 period (A/68/626, para. 67).

202. While recognizing that the travel requirements of mission evolve over time depending on mandate requirements, the Advisory Committee is of the view that missions should, wherever feasible, balance increased requirements for travel in certain areas by seeking alternative means of communication or exchange of views in others. **The Committee reiterates its concurrence with the Board of Auditors that an organizational policy should be developed to ensure that alternative options are properly considered before official travel is authorized (A/67/5 (Vol. II), paras. 154-158). Furthermore, the Committee trusts that the measures adopted pursuant to General Assembly resolutions 65/268 and 67/254 will lead to savings in the costs of travel for 2014/15 and expects details to be set out in the individual mission performance reports and summarized in the next overview report.**

203. **In light of the persistent concerns regarding the use of travel resources in peacekeeping missions and the fact that, in the Committee's view, there does not appear to be firm, clear and consistent policy guidance applied in missions, including when mission travel budgets are used to cover the cost of trips from non-mission personnel, the Committee intends to request the Board of Auditors to conduct a comprehensive audit of official travel financed from peacekeeping budgets, including missions, UNLB and the support account for peacekeeping operations.** The Committee makes specific recommendations concerning mission travel budgets in its individual reports on the proposed resource requirements for 2014/15.

Quick-impact projects

204. As affirmed by the General Assembly in its resolution 61/276, quick-impact projects play a critical role in strengthening the link between missions and local populations and in accomplishing their objectives. Upon enquiry, the Committee was provided with data on the resources budgeted for quick-impact projects for the 2012/13 and 2013/14 periods, as well as the amounts proposed for 2014/15, which reflect growth in the resources allocated for quick-impact projects in missions over this period (see table 12).

Table 12
Requirements for quick-impact projects, 2012/13-2014/15
(United States dollars)

Mission	*2012/13 (appropriation)*	*2012/13 (expenditure)*	*2013/14 (appropriation)*	*2014/15 (cost estimates)*	*Variance from 2013/14 to 2014/15*
MINUSMA	0	0	900 000	3 000 000	2 100 000
MINUSTAH	5 000 000	4 996 638	5 000 000	5 000 000	0
MONUSCO	2 000 000	1 972 028	2 000 000	7 000 000	5 000 000
ONUCI	2 000 000	1 998 360	2 000 000	2 000 000	0
UNAMID	2 000 000	1 748 300	2 000 000	2 000 000	0
UNIFIL	500 000	500 000	500 000	500 000	0
UNISFA	250 000	249 503	250 000	500 000	250 000
UNMIK	0	0	425 000	419 000	(6 000)
UNMIL	1 000 000	1 000 000	1 000 000	1 000 000	0
UNMISS	2 000 000	1 574 512	2 000 000	1 000 000	(1 000 000)
Total	**14 750 000**	**14 039 341**	**16 075 000**	**22 419 000**	**6 344 000**

205. The report of the Secretary-General also indicates that a revised policy on quick-impact projects was issued in the first quarter of 2013, which strengthens provisions to ensure that the design and implementation of the projects is fully coordinated with humanitarian and development partners to ensure that the needs of the local population are met. It is also indicated that several project management techniques are included in the revised policy to help ensure an efficient implementation of quick-impact projects (A/68/731, para. 137).

206. **The Advisory Committee continues to welcome the inclusion of quick-impact projects in peacekeeping operations and reiterates the need for lessons learned and best practices in this area to be shared among peacekeeping operations. The Committee also requests that additional details on the application and impact of the revised policy be included in the next overview report of the Secretary-General. In future, the Committee also recommends that details on the status of implementation of specific projects be included in the supplementary information provided to it as part of the material it uses to complete its review of mission performance reports and budget proposals.**

Use of private security personnel

207. With respect to private security personnel, including the locations where they are used and criteria applied in their use, the Advisory Committee was informed, upon enquiry, that the policy on the use of armed private security companies that was promulgated in 2012, together with the related guidelines, a statement of works and a model contract, provide the structure for the assessment process for the use of such companies, along the following lines:

(a) The policy provides (i) that such companies may only be used in circumstances where the provision of armed security by the host country, another Member State or United Nations sources is not possible or appropriate; (ii) the United Nations may only use such services for the following two purposes: to

protect United Nations personnel, premises and property and to provide mobile protection for United Nations personnel and property; (iii) that strict "use of force" protocols and the management and oversight responsibilities of the United Nations must be respected; and (iv) that certain requirements must be met in order for companies to be considered eligible to provide services for the United Nations;

(b) The supporting guidelines provide details of the roles and responsibilities of United Nations personnel in the decision to use such companies, criteria for recommending the use of armed private security companies, the assessment process, the specific criteria by which a provider may be selected once the use of an armed private security company has been approved, the requirements for screening of the companies and of their personnel and the training and compliance requirements imposed on the companies;

(c) The model contract further elaborates the requirements for engaging private security companies, such as provisions requiring the private security company to prevent sexual exploitation or abuse by its personnel; to warrant that it is not engaged in any practice inconsistent with the Convention on the Rights of the Child; and to warrant that it is not engaged in the sale or manufacture of anti-personnel mines or components utilized in the manufacture of such mines. The contract also provides that a breach of any of these requirements entitles the United Nations to terminate the contract without liability for termination, or any other liability;

(d) Procurement is subject to the standard procurement rules, supplemented by the eligibility and other criteria stipulated in the policies and guidelines. The statement of works specifies that the potential contractor is required to provide information on the company profile and the contractor must have been in the business of offering security services for at least five years prior to the submission of the proposal;

(e) The private security companies are contracted in the following locations: MINUSMA, MONUSCO, UNIFIL, UNMISS, UNOCI, UNMIL, UNMIK, UNMOGIB, BINUCA, BNUB, Cameroon-Nigeria Mixed Commission, UNIPSIL, UNOCA, UNIOGBIS, UNAMI, UNAMA, UNSOA/UNSOM and the secondary active telecommunications facility at Valencia, Spain.

Death and disability compensation

208. Information with respect to the settlement of claims for death and disability is provided in paragraphs 260 to 263 of the overview report (A/68/731), including efforts to comply with General Assembly resolutions 65/289 (para. 34) and 66/264 (para. 25), in which the Secretary-General was requested to take measures to eliminate the existing backlog of claims pending for more than three months and to take all necessary measures to ensure their timely settlement. The Secretary-General states that 124 death or disability claims had been processed through December 2013, with an additional 27 claims pending, of which 13 had been outstanding for more than 90 days. These figures show an increase in pending claims from the previous year when, at the same time, 18 claims were pending, of which 5 were outstanding for more than three months (A/67/780, para. 90). The reasons for the outstanding claims are outlined in paragraphs 260 and 261 of the Secretary-General's report, mostly relating to delays in receiving relevant documentation and medical information. **The Advisory Committee reiterates the importance of**

efforts to address the backlog of death and disability claims, particularly those claims pending for more than three months, and underscores the importance of ensuring timely settlement of all outstanding claims.

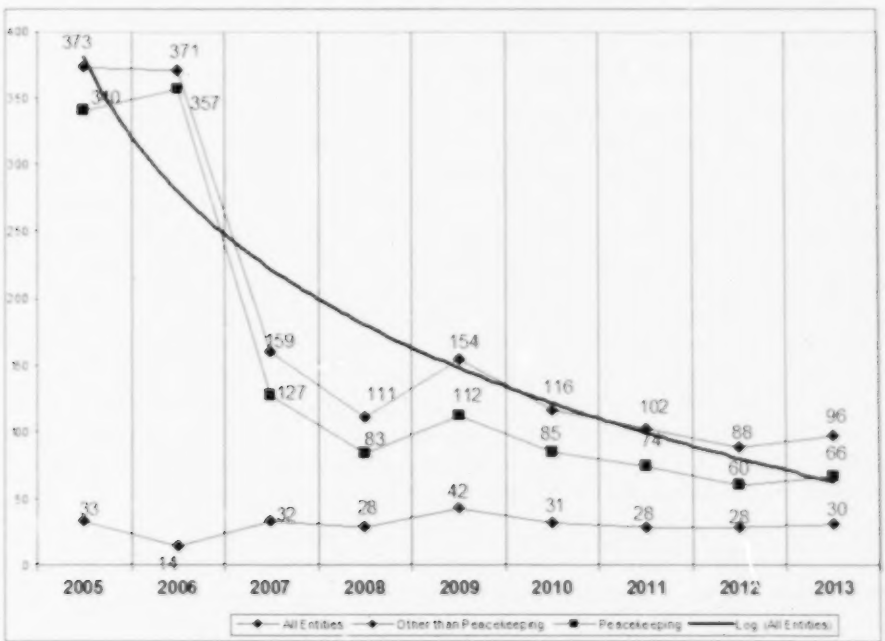
III. Special measures for protection from sexual exploitation and abuse

209. The report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse (A/68/756) provides information on related allegations across the United Nations in 2013 as well as a status report on progress made in strengthening accountability, governance, oversight and enforcement.

210. The report indicates that the number of allegations reported for 2013 by all 42 reporting United Nations entities, including peacekeeping missions, totalled 96, compared with 88 allegations received in 2012. Six entities reported having one or more allegations, while 36 received none (A/68/756, para. 3). As far as allegations reported against personnel deployed in peacekeeping operations and special political missions is concerned, in 2013, 66 allegations of sexual exploitation and abuse were reported in nine peacekeeping missions, with no allegations reported in special political missions.

211. Upon enquiry, the Advisory Committee was provided with an assessment of the overall trends in caseload since the promulgation in 2003 of the Secretary-General's bulletin (ST/SGB/2003/13), which enunciated a zero-tolerance policy and put in place special measures to prevent and address instances of sexual exploitation and abuse by United Nations personnel. This information is contained in the figure below.

Trends in allegations of sexual exploitation and sexual abuse, 2005-2013



212. The Advisory Committee notes that, similar to the last reporting period, nearly half of the allegations reported in peacekeeping missions involved the most egregious forms of sexual exploitation and abuse, namely sex with minors or non-consensual sex with persons aged 18 or older. Furthermore, the majority of allegations were received in the same four peacekeeping missions, as had been the case in prior reporting periods (A/68/756, para. 8 (a)). A table detailing the nature of allegations broken down by individual mission in 2013 is contained in annex XI to the present report.

213. The Committee notes that a small team of experts was established to assess and identify risk factors that could undermine efforts made to ensure the successful implementation of the Secretary-General's zero tolerance policy. During 2013, this team visited the four missions most affected by allegations of sexual exploitation and abuse. In this connection, the Committee was informed, upon enquiry, that the results of the experts' assessments would be analysed first by a working group comprising members from different United Nations agencies and departments, and subsequently by the Organization's senior-most management bodies no later than September 2014. A detailed description of the experts' recommendations and the views of the Secretary-General thereon will be contained in the next report of the Secretary-General on this subject.

214. **Once again, the Advisory Committee recalls its view and that of the Secretary-General that one substantiated case of sexual exploitation and abuse is one case too many (A/66/718, para. 155 and A/67/780, para. 167).**

215. **The Committee remains especially concerned about the high proportion of allegations relating to the most egregious forms of sexual exploitation and abuse and the persistently high number of allegations received in the same four peacekeeping missions. The Committee looks forward to receiving the details concerning the Secretary-General's proposals on the findings of the related panel of experts in this regard in his next report on special measures for protection against sexual exploitation and sexual abuse and trusts that the Secretary-General will propose concrete steps to improve the risk management framework as well as measures to ensure stricter enforcement of standards.**

216. Details concerning the status of investigations into allegations of sexual exploitation and abuse and the numbers of substantiated allegations are contained in section III report of the Secretary-General (A/68/756). The report indicates that an update on the status of all completed investigations into substantiated allegations received in 2010, 2011 and 2012, indicating the status of all disciplinary or other measures taken, where available, will be posted on the website of the Conduct and Discipline Unit. According to those data, 69 allegations for the 2010-2012 period were substantiated, accounting for 34 per cent of all allegations for which an investigation could be launched, and has since been completed (ibid., para. 20). Details on the allegations involving personnel in peacekeeping missions and reported to the Office of Internal Oversight Services in 2013 are contained in annex III to the report of the Secretary-General. As of 31 January 2014, investigations for 17 (or 26 per cent) of the allegations received in 2013 for peacekeeping missions had been completed (A/68/756, para. 11).

217. The report also indicates that responses from Member States on referrals for action continued to increase in 2013, with an overall response rate of 91 per cent (ibid., para. 27). The Committee notes that this represents a significant improvement

on the response rates noted in previous years and that there has been a reduction in the number of pending investigations from previous reporting periods (ibid., para. 28). **While noting the overall improvement in the number of pending investigations and in the response rates from Member States on referrals for action, the Advisory Committee reiterates its call for additional efforts to be made to reduce the length of time taken to investigate allegations of sexual exploitation and abuse and to impose suitable disciplinary measures in cases of proven misconduct.**

218. Section IV of the Secretary-General's report provides information on measures being taken to improve accountability and governance so as to heighten preventative action, enforcement and remedial action in cases where allegations are substantiated. In particular, the Secretary-General indicates that the development of a comprehensive accountability framework is being finalized, setting out a vision for ensuring accountability by heads of mission in this regard, including the management objectives and performance measures contained in the senior managers' compacts with the Secretary-General. In this connection, jointly issued statements from the Under-Secretaries-General for Peacekeeping, Political Affairs and Field Support were sent to all uniformed and civilian personnel serving in field missions detailing the elements of the strengthened programme of action and highlighting areas of organizational and personal accountability (A/68/756, paras. 34 and 35; see also A/68/731, para. 99). The guidance also includes a specific request that field missions, when reporting new allegations of sexual exploitation and abuse, should specifically indicate if the matter may also involve possible failures in command and control (A/68/756, para. 48). The importance of effective awareness-raising, training and outreach is also set out in the report of the Secretary-General (ibid., paras. 50-53). The Secretary-General's latest overview report indicates that efforts are under way to review and adapt related training materials in this regard (A/68/731, para. 98).

219. **The Advisory Committee stresses the importance of leadership in determining organizational behaviour and setting an exemplary tone for the conduct of both uniformed and civilian staff in peacekeeping missions. In this regard, the Committee looks forward to reviewing the details of the new accountability framework and trusts that this will include concrete steps to give renewed impetus to the Secretary-General's zero tolerance policy. In this connection, the Committee believes that this will requires a sustained and proactive involvement by the most senior levels of management at Headquarters and in the field so that all personnel are fully aware of their personal responsibilities.**

220. Concerning the resources dedicated to the conduct and discipline teams established in field missions to address issues of misconduct, including cases of sexual exploitation and abuse, the Committee was informed, upon request, that there were currently 11 such teams in place, servicing 17 peacekeeping and special political missions and the United Nations Logistics Base. For 2013/14, the estimated costs for the 107 posts and positions assigned to the Conduct and Discipline Unit at Headquarters and the related teams in the missions amounted to approximately $8 million.

IV. Progress in the implementation of the global field support strategy

A. Introduction

221. The Advisory Committee on Administrative and Budgetary Questions has considered the reports of the Secretary-General on the implementation of the global field support strategy. Pursuant to the request of the General Assembly in its resolution 64/269, the Secretary-General submitted his fourth annual progress report on the implementation of the strategy (A/68/637 and Corr.1). In addition, the report of the Secretary-General on the overview of the financing of United Nations peacekeeping operations contains information on the implementation of the global field support strategy and on the Regional Service Centre (A/68/731, annexes I and II). The Committee has also reviewed and commented on the reports of the Secretary-General on the United Nations Logistics Base (see A/68/782/Add.8) and on the client missions of the Regional Service Centre, comprising the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) (A/68/782/Add.14), the African Union-United Nations Hybrid Operation in Darfur (A/68/782/Add.15), the United Nations Interim Security Force for Abyei (A/68/782/Add.4), the United Nations Mission in South Sudan (A/68/782/Add.17) and the United Nations Support Office for the African Union Mission in Somalia (A/68/782/Add.9).

222. In the context of its report on United Nations peacekeeping operations for the 12-month period from 1 July 2012 to 30 June 2013, the Board of Auditors provides comments on its review of the management and progress of each pillar of the strategy (see A/68/5 (Vol. II), paras. 133-210). The comments of the Advisory Committee on the findings of the Board are contained in its related report (A/68/843) and in the paragraphs below, where appropriate. Additional information pertinent to the global field support strategy is contained in the Committee's report on the budget of the United Nations Logistics Base for the period from 1 July 2014 to 30 June 2015 (A/68/782/Add.8).

223. During its consideration of the progress report, the Advisory Committee met with representatives of the Secretary-General, who provided additional information and clarification, concluding with written responses received on 25 March 2014.

B. General comments and observations

224. **The Advisory Committee reiterates its agreement with the broad goals of the Secretary-General to accelerate mission start-up and deployment and to improve the quality and timely delivery of service to field missions, and it notes the progress made in the submission of the various reporting requirements on the plans, strategies, frameworks, tools and concepts for the global field support strategy mandated by the General Assembly. The Committee notes that the Secretary-General reflects in his report (A/68/637 and Corr.1) that he has made progress in the implementation of certain recommendations of the Board of Auditors. The Committee will make further comments on the basis of the Board's assessment in its report on the audited financial statements for the fiscal period 2013/14.**

Strategic implementation plan

225. The strategic implementation plan for the global field support strategy is presented in paragraph 35 and in figure I of the fourth progress report of the Secretary-General. The Advisory Committee recalls that, in its previous report, it regretted the delay in the finalization of the strategic implementation plan, which prevented the Committee from undertaking a comprehensive analysis of the plan prior to its consideration by the General Assembly during its sixty-seventh session (A/68/780, para. 194).

Monitoring and reporting on performance

226. Annex I to the overview report on the financing of United Nations peacekeeping operations (A/68/731) presents the global field support strategy performance management approach, which links the end-state objectives of the strategy with performance indicators and concrete targets for June 2015. **The Advisory Committee notes that, with the exception of the cross-pillar end state for re-engineering and alignment with other change initiatives, the pillar-specific key performance indicators have been updated in accordance with the refined end states. The Committee again emphasizes the importance of tracking and reporting on progress made towards the achievement of qualitative objectives and the full reporting of planned versus actual costs (A/66/718, para. 194), and it sees value in the inclusion of pillar-specific key performance indicators in the Secretary-General's overview report, taking into account the comments of the Committee on the individual pillars in the present report.**

227. According to the fourth progress report, as the global field support strategy enters the final phase of implementation, the Secretariat and mission support components in field missions will ensure that the principles and the tools of the strategy are used in the field, particularly in new and dynamic field missions (A/68/637, para. 57). The Board of Auditors, in its report on peacekeeping operations for the period from 1 July 2012 to 30 June 2013, noted that there was further scope to refine the tools and principles of the t strategy both during the setup of new missions and beyond; that there was currently no organizational approach to implement the working practices of strategy; and that at the end of the five-year timeline there would be no central support to missions, placing the envisaged benefits at risk (A/68/5 (Vol. II), para. 140). The Secretary-General indicated that he would develop relevant guidance for a more systematic approach for missions to draw on (para. 142). The Committee further notes that the Secretary-General, in his report on implementation of the Board's recommendations, stated his intention to develop a plan to ensure the sustainment of relevant global field support strategy tools beyond 1 July 2015 (A/68/751, para. 73).

228. **The Advisory Committee stresses the importance of ensuring that the relevant guidance, tools and principles for the implementation of the global field support strategy are embedded into the working practices of the Organization beyond the planned five-year implementation period of the strategy.**

Benefits management

229. In paragraphs 39 to 58 of his fourth progress report (A/68/637 and Corr.1), the Secretary-General presents an assessment of the benefits realized in the financial

period 2012/13 through the implementation of the global field support strategy, with reference to:

(a) Expedited and improved service and support to mandate delivery, falling under the two main categories of (i) surge capacity and support to rapid deployment and (ii) service standardization and productivity gains;

(b) Strengthened resource stewardship and accountability, including through efficiencies and economies of scale, specifically, new turnkey fuel and rations contracts; reconfiguration and optimization of mission air fleets and improved coordination of assets; and centralization of warehouse management and storage facilities;

(c) Improved staff safety, security and quality of life, including, inter alia, the adoption in December 2012 of the policy for field occupational safety risk management; and

(d) Utilization of local and regional capacity and reduced environmental impact.

230. The report indicates that the Department of Field Support advanced its efforts during the reporting period to outline a more comprehensive benefits realization plan (A/68/637, para. 41). Moreover, the Secretary-General stated in his overview report that the Department had trained personnel in a standardized cost-benefit analysis methodology and departmental cost-benefit analysis reporting tool in connection with the implementation of the strategy (A/68/731, annex I, para. 16). The results of the cost-benefit analysis of the global field support strategy are presented in table A.5 of annex I to that report.

231. The table shows that, from 1 July 2012 to 30 June 2013, the implementation of the strategy resulted in a cumulative net savings of $384.7 million. That amount comprised budgetary reductions of $402 million, offset by costs amounting to $17.3 million incurred at Headquarters and the Regional Service Centre. The reductions included $23.7 million in personnel costs; $50 million in the strategic deployment stocks; $110.6 million in deferred acquisitions of equipment; $107.1 million in consumption efficiencies; and $110.5 million in savings in movements. The Advisory Committee notes that the total reported savings attributed to the global field support strategy do not reflect any related costs incurred in the Global Service Centre during the three-year period ending 30 June 2013.

232. **As indicated in the Advisory Committee's report on the proposed budget for the United Nations Logistics Base for the period 2014/15 (see A/68/782/Add.8, para. 39), the Committee is not convinced that the reduced level of the strategic deployment stocks can be considered a saving. Furthermore, the Committee is of the view that deferred acquisitions do not necessarily constitute savings either, as the extension of the useful life of equipment may imply additional outlays on maintenance, spare parts and personnel.**

233. **As regards the calculation of the overall net savings, the Advisory Committee considers that the movement of posts and functions from Headquarters, and the reprofiling of the base into the Global Service Centre, resulted in some additional costs to the Organization directly attributable to the implementation of the global field support strategy, which should be fully reflected in the cost-benefit analysis requested in paragraph 14 below.**

234. **The Advisory Committee recalls General Assembly resolution 64/269 and recommends that the Assembly request the Secretary-General to provide a full cost-benefit analysis of the global field support strategy.** The Committee provides further comments and recommendations on the strategic deployment stocks in its report on the United Nations Logistics Base (A/68/782/Add.8). The Committee also provides further comments on the findings of the Board of Auditors on reporting savings in procurement at the Regional Service Centre in its related report (see A/68/843).

C. Observations and recommendations on the individual pillars of the global field support strategy

1. Governance and implementation coordination framework

235. In paragraphs 35 to 37 of his progress report (A/68/637 and Corr.1), the Secretary-General discusses progress in programme management and oversight of the global field support strategy implementation. According to the report, management and oversight tools were strengthened in 2012/13 to ensure effective end-state achievement across all pillars, and the Global Field Support Strategy Steering Committee, the Global Service Centre Steering Committee and the Regional Service Centre Steering Committee met regularly to set direction and track implementation progress. Client surveys were conducted on a six-monthly basis by the global field support strategy team in New York, and the process of sending internal communications to missions was augmented with a communication toolkit sent to mission leaders and published on the Peace Operations Intranet (A/68/637, para. 36).

236. In this regard, the Board of Auditors, in its report on United Nations peacekeeping operations for the 12-month period from 1 July 2012 to 30 June 2013, noted that while focal points for global field support strategy implementation and communication had been designated, there were no clear instructions from Headquarters on the activities required of focal points, and insufficient follow-up to determine whether they had sufficiently communicated information on the strategy to related stakeholders (A/68/5 (Vol. II), para. 145). The Board recommended that the Secretariat review and enhance its approach to communications strategies (para. 148). The Board also noted that in early 2013 the global field support strategy implementation and coordination team had conducted a survey among military and police personnel, which found that only 17 per cent of respondents believed they were well informed about the objectives of the strategy (para. 147). According to the report of the Secretary-General on the implementation of recommendations of the Board of Auditors, while the recruitment of a full-time communications officer at the Regional Service Centre was pending approval, communications activities were being performed by a staff member on assignment in Entebbe (A/68/751, para. 81).

237. **The Advisory Committee agrees with the recommendation of the Board of Auditors that the Secretary-General review and enhance strategic communication from Headquarters. The Committee stresses the absolute importance of effective follow-up with uniformed personnel in peacekeeping operations on implementation of the global field support strategy.**

2. Financial framework and strategic resourcing pillar

238. The Secretary-General's fourth progress report describes the refined end state for the financial framework and strategic resourcing pillar. According to the report, standardized resourcing models and allocations, in conjunction with expanded access to strategic reserves, will improve the establishment of new missions and the expansion of existing ones, and the Secretariat will, inter alia, (a) continue to apply the standard funding model; (b) use expedited financing mechanisms; (c) continue its efforts at reducing resourcing requirements and absorbing price growth; and (d) rationalize the budget and finance functions in field missions (A/68/637, para. 5). The key performance indicators for the financial framework and strategic resourcing pillar are provided in table A.1 of annex I to the overview report (A/68/731). The Advisory Committee was informed, upon enquiry, that standard resource models include various standardized budgeting tools used in developing the financial implications of new mandates or mandated expansions in missions in order to support decision-making and planning. The Committee provides further comments on reported efficiency gains in section III above.

239. The Advisory Committee recalls its position that the formulation of budget proposals based on a standardized funding model should not in any way lessen the requirement for a full justification of the resources proposed for the first year of operation (A/65/743, para. 205), and its subsequent recommendation that the Secretary-General be requested to include, when compiling the initial staffing requirements for the first year, a combination of posts and general temporary assistance positions under the civilian personnel component, in the context of his revisions to the standardized funding model methodology for the consideration of the General Assembly (A/67/780, para. 216). In this regard, the Board of Auditors, in its report on United Nations peacekeeping operations for the 12-month period from 1 July 2012 to 30 June 2013, recommended that the Administration base funding for staffing costs on the staffing table actually being proposed if available at the time of submitting the standardized funding model budget, as in the case of the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) (A/68/5 (Vol. II), para. 187). However, in his report on the implementation of the recommendations of the Board, the Secretary-General indicated that he considered that the standardized funding model was already reflective of a realistic and appropriate phased deployment of civilian personnel. Where possible, according to the Secretary-General, the actual planned staffing table for a mission would be used in the standardized funding model, if available at the time of submitting the budget (A/68/751, para. 102). **The Advisory Committee looks forward to receiving the Secretary-General's proposal.**

240. The Advisory Committee recalls that, in its review of the 2013/14 expenditure, as at 31 October 2013, for MINUSMA., which was budgeted on the basis of the refined standardized funding model, it found significant variances between the proposed allocations, as generated by the model, and the actual expenditure across several expenditure categories, comprising both overexpenditure and underexpenditure (A/68/653, para. 28). **Given that the General Assembly, in its resolution 68/259, approved an appropriation for MINUSMA on the basis of the budget formulated by the Secretary-General using the refined standardized funding model, the Committee will provide its comments and recommendations in the context of its consideration of the Secretary-General's performance report on MINUSMA. The Committee intends to keep the refined standardized**

funding model under review to assess its accuracy, specifically concerning individual classes of expenditure.

3. Human resources management framework pillar

241. The fourth progress report describes the refined end state for the human resources management framework pillar and outlines activities planned for the next 18 months to (a) ensure that field missions are supported in planning for and responding to their anticipated civilian capacity requirements; (b) provide field missions with faster access to the right people; and (c) ensure that civilian personnel assigned to field missions are cared for in terms of their conditions of service, quality of life and opportunities for development (A/68/637, paras. 7 and 8). Table A.2 in annex I to the overview report (A/68/731) contains the key performance indicators for the pillar. The Advisory Committee was informed, upon enquiry, that the aim is to improve overall conditions for staff members working in field operations, and that stable environments, better living conditions and opportunities to develop professionally are components of improved conditions, which may lead to improved staff motivation and productivity.

242. In this regard, the Board of Auditors, in its report on United Nations peacekeeping operations for the period from 1 July 2012 to 30 June 2013, noted from its analysis of the field central review bodies' roster-based staff recruitment that the human resources framework had contributed to helping missions fill vacancies in a more expeditious manner. The Board also noted some deficiencies requiring actions from the Administration to ensure transparency, competitiveness and fairness (A/68/5 (Vol. II), para. 198). The Board concluded that the link between delivering a mission's mandate, operational requirements and geographical deployment was insufficiently robust, and that there were no criteria, targeted indicators or regular monitoring to assess staff geographical deployment (para. 89). The Board recommended that the Secretary-General review how he might strengthen the linkage between mandate and staff deployment and reinforce management accountability by importing a deployment indicator into the human resources management assessment system (A/68/5 (Vol. II), para. 90).

243. **The Advisory Committee trusts that the Secretary-General will address the deficiencies noted by the Board of Auditors with regard to the human resources framework, and it concurs with the Board's recommendation that the Secretary-General be requested to develop and implement a performance indicator to track the geographic deployment of staff in field missions.**

4. Supply chain and modularization pillar

244. The progress report indicates that the supply chain management approach seeks to update and enhance the Secretariat's management of the complex network of systems contracts, life support contracts and equipment supply lines owned by the United Nations that support field missions (A/68/637, para. 10). Table A.3 in annex I to the overview report (A/68/731) contains the key performance indicators for the supply chain and modularization pillar. In March 2013, the Department of Field Support developed its initial supply chain management concept, and a departmental supply chain management policy and an implementation plan for the pillar are currently under development (A/68/637, para. 11). According to the progress report, an initial implementation agenda for the pillar has been developed

under the auspices of the Steering Committee for the Global Service Centre. **In view of the planned five-year implementation period of the global field support strategy, the Committee recommends that the General Assembly request that the supply chain management policy and implementation plan be included in the final progress report of the Secretary-General.**

245. In the context of the initial implementation agenda for the pillar, the following related activities have been identified: (a) a right-sourcing project, designed to improve mission acquisition planning; (b) a review of mission-level supply chain management processes and structures to be undertaken in 2014; and (c) development of the supply chain management pillar (A/68/637, para. 11). Moreover, through the review of supply chain processes and mission support structures, missions will be better organized to ensure improved stewardship of all assets through the life cycle, from planning and acquisition to disposal (para. 34).

246. In this regard, the Board of Auditors, in its report on United Nations peacekeeping operations for the period from 1 July 2012 to 30 June 2013, noted the lack of a comprehensive strategy to support consolidated procurement, with consolidation opportunities still being largely identified at mission level; poor acquisition descriptions; and a lack of monitoring of acquisition plan implementation, with no mechanisms in place at either the mission or Headquarters level to enable oversight of acquisition plan execution (A/68/5 (Vol. II), para. 33). The Board recommended that the Administration establish a formal structured framework to guide acquisition planning processes to enable improved levels of procurement consolidation in peacekeeping operations, and that the Department of Field Support enhance control over acquisition planning by establishing (a) an enhanced review of both the requisition plan and its implementation and (b) standard operating procedures for acquisition planning across missions (A/68/5 (Vol. II), paras. 35 and 36). The Board further recommended that the deficiencies in acquisition planning and global asset management be addressed (para. 209). In this regard, the Committee recalls that the Secretary-General had accepted the recommendation of the Office of Internal Oversight Services to develop a fully systematic monitoring framework for Secretariat procurement (see A/67/801, para. 20). **The Committee trusts that the deficiencies in acquisition planning noted by the Board of Auditors will be addressed.**

247. According to the fourth progress report, while the modularization programme remains an integral part of the supply chain management pillar, and the reviews of the 50-, 200- and 1,000-person designs will be completed by July 2014, the major challenge for the rapid deployment of modularized camps is the absence of timely and reliable enabling capacities (A/68/637 and Corr. 1, paras. 12 and 13). Upon enquiry, the Committee was informed that the planned modules comprised the following areas: security, water supply, waste water treatment, solid waste treatment, energy supply, laundry/ablutions, catering/kitchen, accommodation, workshop/maintenance, warehouse, medical, infrastructure, information and communications technology, recreation/welfare, ground fuel infrastructure, fire safety equipment, vehicles, geographical information systems and public information offices.

248. The Board of Auditors noted that, according to the modularization project's five-year, plan issued in December 2011, the development of a statement of work for enabling capacity was based on service packages. However, in August 2013, the

Administration decided to revise the strategy for the development of the statement of work, refocusing on modules rather than service packages. The Administration later reversed its decision and decided to finalize actions on the former draft statement of work for the standardized 200-person camp and develop a statement of work for each of the remaining seven modules in parallel (A/68/5 (Vol. II), para. 191). Upon enquiry, the Committee was informed that, in the view of the Secretary-General, the revised approach taken by management has not directly delayed the development of the commercial enabling capacity statement of work for the 200-person camp.

249. The Board of Auditors further noted that the mission support team remained the only enabling capacity for modularization (A/68/5 (Vol. II), para. 193), and that the lack of delivery in that area indicated insufficient project planning (para. 191). The Board recommended that the Administration expedite the development of the remaining seven modules and the associated procurement strategy for enabling capacity (para. 195). Upon enquiry, the Committee was informed that the statement of work covered all modules except for solid waste treatment, fire safety equipment, vehicles, information and communications technology, geographical information systems, public information office and the expeditionary module. **The Advisory Committee recommends that the General Assembly request the Secretary-General to include in his final progress report updated information on the implementation of the modules and on the procurement of enabling capacities.** The Committee comments further on global mission support teams as an enabling capacity in its report on the United Nations Logistics Base (A/68/782/Add.8, paras. 41 and 42).

5. Shared services pillar

250. According to the end-state vision in the progress report, the objectives of the shared services pillar are (a) to centralize and streamlining non-location dependent services; (b) standardizing services; (c) to transfer non-location-dependent roles away from missions to remote service providers in less volatile environments; and (d) to eliminate redundancies and streamline, specialize and centralize functions (A/68/637, para. 16). According to the Secretary-General, a review now under way will identify an optimal global shared services architecture for support to all field missions led by the Departments of Peacekeeping Operations and Political Affairs, seeking to avoid significant new regional infrastructure investments in the near term (paras. 19 and 20). The Advisory Committee was informed that the Secretary-General's proposal to pursue the shared services approach, rather than establishing additional regional service centres, is a course adjustment in the implementation of the global field support strategy. The Secretary-General intends to develop a revised proposal to the General Assembly for an optimal shared services configuration for the provision of non-location-dependent shared services to field missions.

251. In this regard, the Advisory Committee recalls that the General Assembly, in its resolution 66/264, noted the intention of the Secretary-General to establish additional service centres in West Africa and in the Middle East and requested him to submit proposals. The Committee further recalls that, in his third progress report, the Secretary-General indicated that new regional service centres for West Africa and the Middle East would be considered only once operations at Entebbe were firmly established and the Secretariat had drawn on lessons learned (A/67/633, para. 21). The Committee was informed, upon enquiry, that the Department of Field Support

had adopted a pragmatic position of pursuing an interim structural solution for the delivery of shared services while the design, approval and roll-out of a global United Nations service delivery model was under way, and that the decision not to pursue additional new regional service centres in West Africa and the Middle East for the time being had been taken in line with that position. In the meantime, according to the Secretary-General, the pursuit of shared services arrangements would yield lessons for the wider organizational model and support early re-engineering of business processes. **The Committee trusts that any proposal for a global shared services architecture for support to all field missions led by the Departments of Peacekeeping Operations and Political Affairs will be fully integrated with the pending global service delivery model and will be presented to the General Assembly for its consideration as soon as possible (see para. 258 below). The Committee expects that any proposals for additional regional service centres will take into account General Assembly resolution 64/269, in which the Assembly requested the Secretary-General to present more than one option for any future proposed regional service centre for the consideration and approval of the General Assembly.**

252. According to the Secretary-General, an implementation plan will be in place to transition non-location-dependent support functions for all peacekeeping and special political missions to one or more shared locations in line with an established concept of shared services by June 2015 (A/68/731, annex I, para. 13 (a)). Upon enquiry, the Advisory Committee was informed that the Umoja system would enable shared service solutions for certain functions to be provided not only a regional basis, but on a global basis. The Committee was further informed that, until the end states for Umoja and the Secretariat-wide global service delivery model are adopted, the Department of Field Support is utilizing a flexible approach in order to deliver on shared service objectives for missions in the short term. The Department therefore intends to minimize the change management transaction costs of delivering shared services to other missions by finding solutions that do not require a lengthy transformation exercise and which build on lessons from the experience of the Regional Service Centre and other service provision arrangements. The Committee was also informed that a proposed optimal configuration for shared services delivery would be presented in the Secretary-General's final progress report. That proposal would respect the General Assembly-mandated principle of separate financial arrangements for missions and would ensure that resources were scalable, reflecting the start-up, expansion, drawdown and closure of the field missions served.

253. In this regard, the Secretary-General has proposed the transfer, on a pilot basis, of one global administrative function, the processing of education grant entitlements for all peacekeeping missions, to the Regional Service Centre (see paras. 254 and 255 below). The proposed budget for the United Nations Logistics Base for the period from 1 July 2014 to 30 June 2015 provides for global services delivered to the United Nations as a whole, including (a) the expansion of the information and communications technology hosting services to support the needs of the entire Organization; (b) the expansion of the Umoja information and communications technology support infrastructure to support Umoja extensions 2 and 3; (c) the migration, hosting and support of the Inspira system; and (d) the establishment of a global Umoja user help desk (A/68/727, para. 16). In addition, the Global Service Centre provides back-office administrative and technical support to the United

Nations Support Mission in Libya and to two regular-budget offices in Africa, the United Nation Office for West Africa and the United Nations Regional Office for Central Africa (A/68/637, para. 27). The Advisory Committee was informed, upon enquiry, that such support was not provided to these two regular-budget offices by the Regional Service Centre because they are not client missions of the Centre.

Transfer of education grant entitlement processing from the Global Service Centre to the Regional Service Centre

254. The Secretary-General proposes that the education grant processing function for all field missions, which is currently split between the Global Service Centre and the Regional Service Centre, should be consolidated at the latter as a pilot initiative (A/68/637, para. 31). A cost-benefit analysis of this proposal is provided in annex I to the overview report on the financing of peacekeeping operations for the period 1 July 2014 to 30 June 2015 (A/68/731, annex I, paras. 20-25). The Advisory Committee was informed, upon enquiry, that as a pilot project of one year's duration, the Regional Service Centre would cover the costs of education grant processing for all field missions from within approved resources. The Committee was informed that the expanded functions would be absorbed through efficiency dividends from service line re-engineering and from anticipated efficiencies that would derive from the deployment of the Umoja extension.

255. The Advisory Committee was further informed that the Department of Field Support would then use the pilot-project period to develop possible financing models for the education grant as a global service, including examining fee-for-service or pro-rata alternatives for cost recovery. In the short term, and until the deployment of Umoja Extension 1 is complete, it would not be possible to determine the total cost of the education grant function, which is necessary for the formulation of a pro-rata allocation or fee to be charged to missions. According to the Secretary-General, the pilot period would enable a proper modelling of the most appropriate approach for financing global shared services functions that may be performed in Entebbe. **The Committee recalls its previous comments on the question of scalability in the context of the global field support strategy in view of the fact that the drawdown of even one mission could have a significant impact on the volume of activity and resources available to the relevant centre (see A/64/660, para. 118). The Committee considers that the provision of global functions from the Regional Service Centre is a significant departure from the initial vision for the global field support strategy, and it recommends against the consolidation of education grant processing functions in the Regional Service Centre at this time.** The Committee provides further comments on the transfer of the education grant processing function to the Regional Service Centre in its report on the financing of the United Nations Logistics Base for 2014/15 (A/68/782/Add.8).

256. **The Advisory Committee recommends that the Secretary-General be requested to review the roles of the Global and Regional Service Centres in his final progress report, taking into account any further proposals to transition non-location-dependent support functions to shared locations and for an Organization-wide global service delivery model (see also para. 258 below).**

6. Process re-engineering and alignment with other change processes

257. According to the progress report of the Secretary-General, the cross-pillar end-state objective for process re-engineering and alignment with other change processes is to ensure alignment with the roll-out of Umoja and the other enterprise-wide solutions across the Secretariat in the final phase of global field support strategy implementation, which would put in place a culture of continuous business improvement to ensure effective delivery of end-to-end field support services, while processes would have been configured to maximize the benefits of the Umoja solution (A/68/637, para. 22).

258. In this regard, the Advisory Committee recalls that, according to the fifth progress report on the enterprise resource planning system, the Secretary-General will present a proposal on a future service delivery model for the consideration of the General Assembly, which will focus on the integration and consolidation of certain transactional administrative processes in shared services, and that that model will emerge as the process of business re-engineering under Umoja moves forward (A/68/375, para. 37). **The Committee emphasizes the need to configure business processes to maximize the benefits of Umoja, and it reiterates its recommendation that the General Assembly request the Secretary-General to submit a report containing proposals for the global service delivery model for its consideration as soon as possible (see A/68/7/Add.7, para. 59).**

7. Organization and functional specialization pillar

259. As indicated in the progress report of the Secretary-General (A/68/637), the organization and functional specialization pillar subsumes the former service centres pillar. A summary of the end states by level as well as updated information for each of the implementation levels (Headquarters, Global Service Centre, Regional Service Centre and field missions), is provided in paragraphs 26 to 34 of the report. According to the Secretary-General, by June 2015, the Department of Field Support will have delineated its strategic, operational and transactional functions, such that authorized transactional and operational functions that are not dependant on substantive engagement by Member States will have been transferred to service centres and the field (para. 26).

(a) Global Service Centre

260. The progress report of the Secretary-General provides the refined end state for the Global Service Centre (A/68/637, paras. 27 and 28), while the key performance indicators are contained in the report on the financing of the United Nations Logistics Base (A/68/727). According to the progress report, the Global Service Centre's role in administrative shared services provision for missions will be reviewed and redefined in line with the above-mentioned shared services review. According to the Secretary-General, until the end of the global field support strategy implementation period, the Valencia facility will remain as a dedicated information and communications technology facility. The Advisory Committee provides detailed observations and recommendations on the Global Service Centre in its report on the United Nations Logistics Base (A/68/782/Add.8).

(b) Regional Service Centre

261. Annex II to the overview report on the financing of United Nations peacekeeping operations (A/68/731) provides a summary of the performance of the Regional Service Centre during the 2012/13 financial period, as well as consolidated financial and human resources required for the operation of the Regional Service Centre in 2014/15, and details on the share of the resources allocated to each client mission as reflected in the budget proposals of the respective missions. The approved resources for 2012/13 amounted to $28.2 million, financing a total of 199 posts, while expenditure amounted to $34.1 million, an overexpenditure of $5.9 million, or 21 per cent (A/68/731, annex II, para. 8, table B.1). The variance from the approved budget is explained in paragraphs 9 to 21 of the annex. Increased requirements under operational costs of $7,633,200, or 75.1 per cent, are offset in part, by reduced requirements for civilian personnel of $1,715,800, or 9.5 per cent.

262. The additional expenditure under operational costs was due mainly to increased requirements for facilities and infrastructure ($2,577,100, or 35.9 per cent) and information technology ($5,432,600, or 326.6 per cent). The overexpenditure under facilities and infrastructure is due to delays in 2011/12 in the procurement process for the design and construction of two office buildings and a data centre, resulting in a shift of the construction of the two office buildings and one regional training centre to the 2012/13 financial period (A/68/731, annex II, para. 15). Under information technology, the additional expenditure is attributable to the deployment of information technology solutions in the Regional Service Centre, such as the Field Support Suite, the customer relationship management modules and content management and project management tools, for which no provision was included in the budget (A/68/731, annex II, para. 18). The Committee was informed, upon enquiry, that the increased requirements for information technology are due to the need to hire 16 contracted personnel to provide support in the Regional Information and Communications Technology Service ($0.7 million).

263. According to the overview report (A/68/731, para. 114),the indicators of achievement for the Regional Service Centre in the period 2012/13 included a reduction in time required to fill vacancies from Field Central Review Board rosters which was only partially achieved, as 61 per cent of vacancies were filled within 90 days, compared to the target of 98 per cent. The lower achievement was attributed to the fact that several components of the recruitment process were conducted outside of the Regional Service Centre, such as conduct and discipline clearance, reference checks, medical clearance and the issuance of the United Nations laissez-passer. The Committee was informed that, following a review of human resources processes in the Regional Service Centre, some recruitment-related functions and posts were returned to the client missions in April 2013, and that the responsibility for the recruitment process is now divided between the client missions and the Regional Service Centre, whereby the selection decision rests with the mission, while the on-boarding process remains with the Regional Service Centre. **The Committee notes that the reduction in the scope of functions performed by the Regional Service Centre in the area of recruitment has not resulted in any decrease in its proposed staffing requirements for the human resources area (see para. 264 below). In this regard, the Committee reiterates its previous comments on the question of scalability in the context of the global field support strategy (see A/64/660, para. 118) and it recommends that the Secretary-General be requested to ensure that proposals for the staffing of the**

Regional Service Centre are commensurate with the functions it actually performs on behalf of client missions.

264. The proposed resource requirements for the Regional Service Centre for 2014/15 are estimated at $44.2 million, reflecting an increase of $5.2 million, or 13.4 per cent, compared to 2013/14. A total of 347 posts are proposed for 2014/15, including the nationalization of 10 international posts in the 2014/15 period. The Regional Service Centre's staffing requirements for transactional finance and human resources functions will remain the same in 2014/15 as in 2013/14, while 15 additional posts are proposed to be transferred from client missions to the Centre for information technology functions (A/68/731, annex II, para. 33). Section III of annex II to the overview report contains the proposed results-based budgeting frameworks for the Regional Service Centre for 2014/15.

265. The Secretary-General states that the first two pilots of re-engineered service lines for administrative support functions in the Regional Service Centre have shown "real dividends", and that in 2014/15, the remaining eight service lines, rolled out in the first quarter of 2014, will be consolidated and further refined (A/68/731, para. 184). However, the overview report states that the target of 70 per cent for customer satisfaction with finance and human resources services at the Regional Service Centre was not achieved, and that the actual range was between 13 and 21 per cent for finance services and between 15 and 48 per cent for human resources services (A/68/731, annex II, para. 7). **The Committee is concerned that the improvements in timeliness and service quality envisaged for the administrative services provided by the Regional Service Centre have not been reflected in the results of the customer satisfaction surveys, and the Committee trusts that the Centre will concentrate its efforts on improving client satisfaction.**

266. The operational costs for the Regional Service Centre for 2014/15 amount to $15,133,500, reflecting an increase of $3,442,400, or 29.4 per cent, compared to 2013/14. The increase in the requirements is due mainly to additional requirements under facilities and infrastructure ($2,651,800, or 33.4 per cent), owing to higher recurring costs such as maintenance services, security services, utilities and office supplies, as well as additional furniture resulting from the expected completion in 2014 of two new office buildings and the Technology Centre (A/68/731, annex II, para. 44). A total of $208,200 is proposed for ground transportation in 2014/15, an increase of $28,600, or 15.9 per cent, compared to 2013/14, which is attributed to the cost of providing spare parts and petrol, oil and lubricants for five additional vehicles needed as a result of the proposed increase in staff in the Centre (A/68/731, annex II, para. 45).

267. The Advisory Committee was informed, upon enquiry, that a new policy for vehicle reduction was implemented at the MONUSCO support hub in Entebbe, according to which client missions are not responsible for providing vehicles to staff based in Entebbe. As a result of the implementation of the policy, a total of 15 vehicles were returned to the MONUSCO transport section on 1 April 2014, and a total of 18 vehicles remain assigned to the Regional Service Centre for its operational requirements. The Committee was further informed that the Regional Service Centre would be able to access the pool of vehicles in the MONUSCO transport section for additional operational requirements as and when needed. **The Committee notes that the functions of the Regional Service Centre are limited**

to back-office administrative, logistics and technical support to client missions, and that it is situated in Entebbe, which is a family duty station. The Committee considers that the standard ratios for peacekeeping missions should not be applied to the Regional Service Centre, and that the functions of staff assigned to the Centre do not require the issuance of United Nations vehicles to those staff members for the performance of their official duties.

268. In the report of the Secretary General (A/68/731, annex II), 347 posts are proposed for the staffing of the Regional Service Centre in 2014/15, an increase of 15 posts over the current period. The Committee was informed that a total of seven contractual personnel in the area of communications and information technology were deployed to the Regional Service Centre in the month of February 2014. The report also notes that Entebbe is the location not only of the Regional Service Centre but also the pilot regional procurement office, the MONUSCO logistics hub and the Regional Training and Conference Centre, each of which is financed under different budgetary arrangements. **In view of the greater emphasis placed on Entebbe by the United Nations in recent years, the Advisory Committee recommends that the General Assembly request the Secretary-General to provide in his next overview report comprehensive information on the United Nations entities located in Entebbe regarding their functions and staffing, including contractual personnel, reporting lines and their means of financing.** The Committee provides further comments on the MONUSCO logistics hub in section III above.

Authority for the transfer of functions and posts between the Regional Service Centre and client missions

269. The Board of Auditors, in its report on United Nations peacekeeping operations for the period from 1 July 2012 to 30 June 2013, noted that the General Assembly requested the Board to follow up on the recommendation contained in its previous report (see A/67/5 (Vol. II), chap. II, para. 202) regarding the transfer of posts to the Regional Service Centre in Entebbe. Specifically, the Board had recommended that the Administration ensure that the Assembly's approval be sought prior to any transfer of functions/posts to the Global Service Centre or the Regional Service Centre, and the Board had understood that the transfer of posts was included in each client mission's budget proposal, and would thus require prior General Assembly approval (A/68/5 (Vol. II), chap. II, paras. 10 and 11). According to the Board's report, the Administration, in the present audit, stated that the Regional Service Centre had been established to serve its client missions, and that Entebbe should thus be considered to be within each mission's area. Therefore, according to the Secretary-General, mission heads had the authority to move posts from missions to Entebbe. The Administration further stated to the Board that, as the Centre was funded by client missions and staff provided by client missions, moving the posts did not have material financial implications. The Board of Auditors considered the Administration's explanation to be reasonable, given the functions and purpose of the Centre and its current funding mechanism (A/68/5 (Vol. II), chap. II, para. 11).

270. In this regard, the Advisory Committee was informed, upon enquiry, that in the opinion of the Secretary-General, the General Assembly had approved a framework for the Regional Service Centre in Entebbe which supported the movement by missions of posts between the Regional Service Centre and the client missions. The Secretary-General cited paragraph 23 of section VI of resolution 64/269, in which

the Assembly requested the Secretary-General, when developing budget proposals for the missions to be served by a regional service centre, to reflect the posts, positions and related costs of a regional service centre in the respective budget proposals, including the results-based budgeting framework.

271. The Advisory Committee was also informed that, according to the Secretary-General, the General Assembly, in approving the Regional Service Centre in its resolution 64/269, referred to "reflecting" the related posts, positions and costs in the respective budget proposals, as distinct from the terminology used when specific proposals are explicitly requested to be submitted, proposed and/or developed for the approval of the Assembly. Therefore, in the view of the Secretary-General, the Assembly has requested the Secretary-General only to inform the Assembly, through mission budget proposals, of the resources determined to be necessary and to be transferred to the Regional Service Centre. The Committee was further informed that the Secretary-General is of the view that, because paragraph 91 of Assembly resolution 65/289 requires him to provide the Assembly, inter alia, on an annual basis and in a consolidated manner, with information on the financial and human resources provided by client missions to the Regional Service Centre, the Assembly was in fact building upon its earlier resolution 64/269, in which it had requested the Secretary-General to provide annual information, and not specific proposals, on the financial and human resources already provided by client missions to the Regional Service Centre. The Committee was informed that the Secretary-General, in the past two budget cycles, had followed the practice of reflecting the resources in mission budgets as well as providing the information requested by the Assembly in the consolidated Regional Service Centre budget presented in annex II to the overview report.

272. **The Advisory Committee notes that the Secretary-General has consistently presented any proposed revisions to staffing tables of peacekeeping missions in the respective budget submissions, including regarding the establishment, reassignment, reclassification, conversion, abolishment and redeployment of posts and positions, as well as redeployment between organizational units and geographic locations, for the consideration and approval of the General Assembly. While the posts and positions authorized for the Regional Service Centre are approved separately by the Assembly under the respective Mission's budgets, the Committee nevertheless considers that the transfer of posts and positions to or from the Centre should be subject to the explicit approval of the Assembly. The Committee is of the view that the consideration by the Assembly of the results-based budgeting framework for the Regional Service Centre must rely on a full justification for posts, positions and related costs proposed in the respective budget proposals of the client Missions participating in the Regional Service Centre. The Committee therefore recommends that the Assembly request the Secretary-General to ensure that proposed movements of posts and positions between organizational units and duty stations are duly considered and approved by the Assembly in the context of the budget submission for each peacekeeping operation, and, in addition, in the case of the Regional Service Centre, fully aggregated and presented in the Secretary-General's overview report.**

D. Conclusions and recommendations

273. Subject to the views and recommendations expressed in the present report, the Advisory Committee recommends that the General Assembly take note of the fourth progress report of the Secretary-General on the implementation of the global field support strategy.

V. Conclusion

274. **With regard to the actions to be taken by the General Assembly, the Advisory Committee recommends that the Assembly take note of the Secretary-General's reports (A/68/731, A/68/637 and A/68/756), subject to the observations and recommendations expressed in the present report.**

Annex I

Reports considered by the Advisory Committee on Administrative and Budgetary Questions on issues related to peacekeeping

Financial report and audited financial statements for the 12-month period from 1 July 2012 to 30 June 2013 and report of the Board of Auditors on United Nations peacekeeping operations (A/68/5 (Vol. II)) and related report of the Advisory Committee (A/68/843).

Reports of the Secretary-General on the budget performance of peacekeeping operations for the period from 1 July 2012 to 30 June 2013, on proposed budgets for the period from 1 July 2014 to 30 June 2015 and on the disposition of assets, received by the Advisory Committee in advance or final form, and the related reports of the Committee, as follows:

MINURSO	A/68/608
	A/68/699
	A/68/782/Add.3
MINUSMA	A/68/823
	A/68/782/Add.13
MINUSTAH	A/68/626
	A/68/737
	A/68/782/Add.10
MONUSCO	A/68/686 and Corr.1
	A/68/788
	A/68/782/Add.14
UNAMID	A/68/619
	A/68/754
	A/68/782/Add.15
UNDOF	A/68/596
	A/68/725
	A/68/782/Add.6
UNFICYP	A/68/584
	A/68/700
	A/68/782/Add.7

UNIFIL	A/68/618
	A/68/757
	A/68/782/Add.12
UNISFA	A/68/604
	A/68/728
	A/68/782/Add.4
UNLB	A/68/575
	A/68/727
	A/68/782/Add.8
UNMIK	A/68/578
	A/68/701
	A/68/782/Add.5
UNMIL	A/68/621
	A/68/761
	A/68/782/Add.16
UNMISS	A/68/616
	A/68/828
	A/68/782/Add.17
UNMIT	A/68/607
	A/68/782/Add.2
UNOCI	A/68/632
	A/68/758
	A/68/782/Add.11
UNSMIS	A/68/597 and Corr.1
	A/68/782/Add.1
UNSOA and financing of support for AMISOM	A/68/605
	A/68/745
	A/68/782/Add.9

Support account for peacekeeping operations	A/68/648
	A/68/648/Add.1
	A/68/742
	A/68/773
	A/68/861

Other reports of the Secretary-General concerning peacekeeping and related reports of the Advisory Committee:

Overview of the financing of the United Nations peacekeeping operations	A/68/731
Updated financial position of closed peacekeeping missions as at 30 June 2013	A/68/666
	A/68/837
UNMIS	A/68/709
	A/68/866

The following reports of the Secretary-General are also covered in the present report (sects. III and IV, respectively):

Special measures for protection from sexual exploitation and sexual abuse	A/68/756
Progress in the implementation of the global field support strategy	A/68/637 and Corr.1

Annex II

Resource requirements for the implementation of Umoja in the field, 2014-2015

(Thousands of United States dollars)

Category of expenditure	*Description*	*Amount*		*Recipient*
		One-time	*Recurrent*	
Information technology	**Support services**			
	Hosting services		1 343.5	OICT
	Customer relationship management (i-Need), enterprise identity management system, business intelligence and analytics		808.3	OICT/missions
	Data management, information and communications technology security, storage management, technical training delivery, Field Support Suite enhancement, etc.		4 984.2	Umoja/missions
	Service desk, infrastructure, platform, application and training support		3 919.4	Umoja/missions
	Service design, transition and service improvements	95.7	623.7	GSC
	Hosting services		762.7	OICT
	Equipment			
	Firewalls, access layer switches, wide area network acceleration systems, backup, storage, terminal equipment, etc.	3 118.4	841.6	GSC
	Citrix farm, i-Need and enterprise identity management system, growth/replacement	702.1		OICT
	Software licenses			
	SAP all components, Oracle various components, web services, Hewlett Packard testing tools/maintenance, etc.		1 959.8	Umoja
	Citrix other maintenance		194.3	OICT
	Citrix Umoja access layer		288.6	OICT
	Network monitoring, security, storage and availability management	216.4	122.1	GSC
	Spare parts and supplies			
	Miscellaneous spare parts and supplies		191.3	GSC
	Total information technology	**4 132.6**	**16 039.6**	
Communications	**Commercial communications**			
	Satellite bandwidth, lease lines and connectivity		11 102.2	ICTD
	Communications equipment			
	Satellite system upgrade	4 802.0		GSC
	Total communications	**4 802.0**	**11 102.2**	

Category of expenditure	*Description*	*Amount*		*Recipient*
		One-time	*Recurrent*	
Official travel	**Training travel**			
	Training of end users and support staff related to the implementation of Umoja Extension 1	1 000.0		
	Non-Training travel			
	Travel related to the implementation of Umoja Extension 1	200.0		
	Total travel	**1 200.0**		
	Total	**10 134.5**	**27 141.8**	
	Grand total (one-time and recurrent): 37 276.3			

Abbreviations: OICT, Office of Information and Communications Technology; GSC, Global Service Centre; ICTD, Information and Communications Technology Division, Department of Field Support.

Annex III

Actual and projected vacancy rates for all categories of civilian personnel

Peacekeeping component	*Category of staff*	*2013/14 budgeted vacancy rate*	*Actual vacancy rate at 28 February 2014*	*2014/15 proposed vacancy rate*
MINURSO	International	3.0	2.0	3.0
	National Professional Officers	–	–	–
	National General Service	4.0	7.5	4.0
	United Nations Volunteers	6.0	12.5	6.0
MINUSMA	International	59.0	47.5	20.0
	National Professional Officers	78.0	75.8	35.0
	National General Service	62.0	78.3	35.0
	United Nations Volunteers	66.0	57.9	20.0
	Temporary international	59.0	–	25.0
MINUSTAH	International	5.0	17.8	10.0
	National Professional Officers	2.0	1.5	2.0
	National General Service	3.0	5.2	3.0
	United Nations Volunteers	3.0	14.4	3.0
	Temporary international	–	–	–
	Temporary National Professional Officers	–	33.3	–
MONUSCO	International	13.0	11.2	10.0
	National Professional Officers	14.0	6.8	10.0
	National General Service	5.0	6.6	6.0
	United Nations Volunteers	7.0	16.4	7.0
	Temporary international	13.0	27.3	10.0
	Temporary National Professional Officers	7.0	4.8	5.0
	Temporary General Service	15.0	9.9	1.0
UNAMID	International	16.0	12.3	18.0
	National Professional Officers	30.0	21.7	35.0
	National General Service	13.0	0.3	10.0
	United Nations Volunteers	27.0	22.9	20.0
	Temporary international	27.0	52.4	45.0
	Temporary national	17.0	–	15.0
UNDOF	International	10.9	19.6	5.0
	National	9.0	4.5	6.0
	Temporary international	10.0	25.0	5.0
UNFICYP	International	3.0	2.6	2.0
	National Professional Officers	25.0	100.0	–
	National General Service	5.0	2.7	5.0

Peacekeeping component	*Category of staff*	*2013-14 budgeted vacancy rate*	*Actual vacancy rate at 28 February 2014*	*2014-15 proposed vacancy rate*
UNIFIL	International	5.0	15.1	5.0
	National Professional Officers	10.0	28.6	10.0
	National General Service	8.0	7.6	5.0
UNISFA	International	30.0	24.7	20.0
	National Professional Officers	45.0	80.0	60.0
	National General Service	35.0	30.3	30.0
	United Nations Volunteers	45.0	44.1	40.0
	Temporary international	50.0	75.0	20.0
UNMIK	International	5.0	14.4	10.0
	National Professional Officers	5.0	–	1.0
	National General Service	1.0	3.1	1.0
	United Nations Volunteers	5.0	14.3	5.0
UNMIL	International	9.0	12.8	9.0
	National Professional Officers	20.0	27.5	25.0
	National General Service	5.0	7.5	5.0
	United Nations Volunteers	7.0	7.6	7.0
UNMISS[a]	International	10.0	15.8	
	National Professional Officers	40.0	29.3	
	National General Service	20.0	23.2	
	United Nations Volunteers (international)	30.0	21.5	
	United Nations Volunteers (national)	50.0	81.1	
	Temporary international	20.0	36.8	
	Temporary National Professional Officers	40.0	27.8	
	Temporary national General Service	20.0	–	
UNOCI	International	10.0	13.5	10.0
	National Professional Officers	8.0	13.4	12.0
	National General Service	5.0	6.7	6.0
	United Nations Volunteers	1.0	21.2	4.0
	Temporary national	–	15.4	–
UNSOA	International	15.0	11.3	10.0
	National Professional Officers	15.0	14.8	10.0
	National General Service	15.0	17.3	15.0
	United Nations Volunteers	–	–	10.0
	Temporary international	15.0	–	10.0
UNLB	International	17.0	14.6	10.9
	National	6.3	5.5	6.0
	Temporary national	25.0	33.3	10.0

Peacekeeping component	*Category of staff*	*2013/14 budgeted vacancy rate*	*Actual vacancy rate at 28 February 2014*	*2014/15 proposed vacancy rate*
Support account	Professional and higher	10.0	13.1	10.0
	General Service and related	5.0	5.2	5.0
	Temporary professional and higher	6.0	11.7	6.0
	Temporary General Service and related	5.0	8.8	5.0

[a] Request for commitment authority for six months for 2014/2015.

Annex IV

Elements of common staff costs

- Dependency allowances
- Assignment allowance
- Representation allowance
- Hardship and mobility allowances
- Rental subsidy
- Contributions to the Joint Staff Pension Fund
- Non-family duty station hardship entitlement (international staff)
- Education grants
- Assignment grant on appointment
- Other cost of appointment
- Special payment (United Nations Dispute Tribunal)
- Commutation of annual leave
- Repatriation grants
- Termination indemnities
- Other separation costs
- Separation staff assessment
- Peacekeeping reserve for compensation payments (international staff)
- Medical examinations
- Residential security measures
- Contributions to medical insurance plans
- Insurance — hazardous duty station
- Education grant travel
- Home leave travel
- Family visit travel
- Travel on appointment
- Travel for competitive exam
- Travel on separation
- Family evacuation travel
- Travel on transfer
- Travel on mission assignment
- Travel on medical evacuation
- Travel on annual leave from designated duty stations
- Removal of household effects on appointment
- Removal of household effects on separation
- Removal of household effects on transfer
- Recovery, funeral and other service charges (international staff)

Annex V

Summary of proposed conversions to national staff, 1 July 2014 to 30 June 2015

(Thousands of United States dollars)

Mission	*Number*	*Level*	*Cost (saving) associated with conversion[a]*
MINURSO			
International	-4	FS	
National	+4	NGS	
Subtotal			**(S477.5)**
MINUSTAH			
International	-5	P-3	
International	-1	P-2/1	
International	-7	FS	
International	-3	UNV	
National	+11	NPO	
National	+5	NGS	
Subtotal			**(S1 361.3)**
MONUSCO			
International	-4	P-3	
International	-19	FS	
International	-22	UNV	
National	+21	NPO	
National	+24	NGS	
Subtotal			**(S2 730.2)**
UNAMID			
International	-6	P-3	
International	-2	P-2/1	
International	-37	FS	
International	-72	UNV	
National	+38	NPO	
National	+79	NGS	
Subtotal			**(S7 179.7)**
UNFICYP			
International	-1	FS	
National	+1	NGS	
Subtotal			**(S72.8)**

Mission	*Number*	*Level*	*Cost (saving) associated with conversion*[a]
UNIFIL			
International	-13	FS	
National	+13	NGS	
Subtotal			**($1 257.9)**
UNISFA			
International	-1	FS	
National	+1	NGS	
Subtotal			**($134.4)**
UNMIK			
International	-1	P-3	
International	-5	FS	
National	+1	NPO	
National	+5	NGS	
Subtotal			**($642.6)**
UNMIL			
International	-2	FS	
National	+1	NPO	
National	+1	NGS	
Subtotal			**($277.9)**
UNOCI			
International	-3	P-3	
International	-2	P-2/1	
International	-12	FS	
National	+6	NPO	
National	+11	NGS	
Subtotal			**($2 084.7)**
Total			**($16 219.0)**

Abbreviations: FS, Field Service; NGS, national General Service; UNV, United Nations Volunteer; NPO, National Professional Officer.

[a] Based on average salaries and common staff costs, inclusive of vacancy rates applied at the time of the budget.

Annex VI

Scope and cost of mine action activities in peacekeeping missions

Activities carried out by the United Nations Mine Action Service in 2009/10

	Quality management and coordination of operations	*Disposal of unexploded ordnance and improvised explosive devices*	*Landmine clearance demining*	*Provision of physical security and stockpile management*	*Explosive risk awareness training for United Nations personnel*	*Capacity-building of national authorities to support transition*	*Ammunition stockpile and small arms destruction*	*Training and equipping troop-contributing countries in explosive hazard management*
MONUSCO	X	X	X		X	X	X	X
UNIFIL	X				X			X
MINURSO	X	X	X		X			
UNSOA	X	X		X	X			X
UNAMID	X	X			X			

Activities planned by the United Nations Mine Action Service for 2014/15

	Quality management and coordination of operations	*Disposal of unexploded ordnance and improvised explosive devices*	*Landmine clearance demining*	*Provision of physical security and stockpile management*	*Explosive risk awareness training for United Nations personnel*	*Capacity-building of national authorities*	*Ammunition stockpile and small arms destruction*	*Training and equipping troop-contributing countries in explosive hazard management*
UNAMID	X	X			X	X	X	
MONUSCO	X	X	X		X			
UNOCI	X	X		X		X	X	
UNIFIL	X				X			X
MINURSO	X	X	X		X			
UNSOA	X	X		X	X	X	X	X
UNISFA	X	X	X		X			X
UNMISS	X	X	X	X	X	X		
MINUSMA	X	X	X	X	X	X	X	X

Planned and actual expenditure for mine action activities, 2009/10-2014/2015

(Thousands of United States dollars)

	2009/10		*2010/11*		*2011/12*		*2012/13*		*2013/14*		*2014/15*	
	Planned	*Actual*	*Planned*	*Actual*	*Planned*	*Actual*	*Planned*	*Actual*	*Planned*	*Actual*	*Planned*	*Actual*
MONUSCO	5 187.5	5 187.5	4 533.9	4 533.9	5 187.5	6 440.5	5 187.5	6 847.5	5 187.5	TBC	2 711.5	N/A
MINUSMA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	20 010.0	20 000.0	TBC	28 091.0	N/A
UNMISS	N/A	N/A	N/A	N/A	15 000.0	33 833.8	40 441.4	40 683.4	40 001.0	TBC	38 307.5	N/A
UNSOA	10 219.3	13 506.3	17 791.4	17 791.4	19 855.5	22 355.5	42 400.0	45 100.0	42 400.0	TBC	42 400.0	N/A
UNMIL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1 648.6	TBC	N/A	N/A
UNOCI	N/A	N/A	N/A	388.6	5 000.0	5 000.0	7 376.9	7 376.9	5 247.2	TBC	5 225.5	N/A
UNISFA	N/A	N/A	N/A	N/A	6 731.9	13 641.9	16 368.3	16 368.4	18 227.6	TBC	25 445.5	N/A
UNAMID	9 852.3	9 798.3	9 858.9	9 858.9	10 715.0	10 715.0	9 515.0	9 515.0	9 515.0	TBC	9 119.9	N/A
UNIFIL	2 222.2	2 076.1	1 366.6	1 366.4	1 431.5	1 431.5	1 294.0	1 294.0	N/A	TBC	1 330.7	N/A
MINURSO	492.8	532.8	1 183.7	1 183.7	2 306.9	2 306.9	2 894.3	2 894.3	3 100.0	TBC	3 128.6	N/A
Total	**27 974.1**	**31 101.0**	**34 734.5**	**35 122.9**	**66 228.3**	**95 477.4**	**125 477.4**	**150 089.5**	**143 678.3**	**TBC**	**155 760.2**	**N/A**

Annex VII

Construction projects valued at over $1 million, 2013/14

(Thousands of United States dollars)

Project description	*Budgeted cost*	*Actual expenditure (as at March 2014)*	*Status remarks*
UNMISS			
Construction of 3 county support bases	9 450.0	3 644.7	All of these projects were under processing for the start of the 2013/14 dry season in January 2014. However, owing to the crisis that started in mid-December 2013, all of the projects were delayed
Construction of riverine unit	2 525.0	0.0	
Fencing of runways and airstrips	3 830.4	0.0	
Subtotal	**15 805.4**	**3 644.7**	
UNISFA			
Maintenance of mission's supply routes between 7 camps	5 100.0	0.0	Technical clearance obtained pending local procurement authority review and solicitation
Maintenance of 12 helipads and airstrips	1 200.0	0.0	Materials have been ordered or are under solicitation. Repair works will be carried out through mission's in-house capacity
Site preparation works (Malakal, including for aviation company)	3 437.5	0.0	Local procurement authority obtained, under solicitation
Access road at Malakal	1 117.0	0.0	
Expansion of apron and construction of a taxiway at Malakal airport	2 071.8	0.0	
Subtotal	**12 926.3**	**0.0**	
MONUSCO			
Construction of airfield boundary walls at Bunia, Goma and Bukavu	2 000.0	2 000.0	In progress
Subtotal	**2 000.0**	**2 000.0**	
UNSOA			
Construction of 3 battalion-size camps	15 300.0	1 794.9	The amount represents the task orders that are issued and completed. The task orders that are still in progress are not reflected
Construction of 3 sector hubs	3 600.0	3 202.0	The amount represents the task orders that are issued and completed. The task orders that are still in progress are not reflected
Horizontal construction works and infrastructure rehabilitation	2 100.0	1 435.6	The amount represents the task orders that are issued and completed. The task orders that are still in progress are not reflected
Subtotal	**21 000.0**	**6 432.6**	

Project description	*Budgeted cost*	*Actual expenditure (as at March 2014)*	*Status remarks*
MINUSMA (based on standard funding model)			
Airfield maintenance	4 010.2	4 010.2	Maintenance of runways in Gao, Kidal and Tessalit
Construction of apron and taxiway	5 000.0	0.0	In progress
Construction of camps in North Mali: horizontal work and extension of unpaved runway	59 000.0	0.0	Letter of assist currently under negotiation
Construction of camps in North Mali: vertical work	23 104.1	16 617.2	Purchase of prefabs as part of installation of prefab and hard wall office accommodation, workshops, warehouses, ablution units, kitchens, dining rooms, recreation facilities, observation posts, camp management and support facilities and centralized utilities.
Well drilling to various locations	2 400.0	0.0	Contract under procurement process
Subtotal	**93 514.3**	**20 627.4**	
UNAMID			
Construction of 6 helipads at 6 teams sites	1 650.0	1 614.4	
Construction of 1 hard wall warehouse	1 000.0	850.0	
Construction of 1 sanitary landfill in El Geneina and 20 controlled tipping sites in 20 team sites for the safe disposal of solid waste	1 100.0	619.5	UNAMID plan to commit the remaining balance when it obtains the land for 7 controlled tipping sites
Subtotal	**3 750.0**	**3 084.0**	
Regional Service Centre			
Office building No. 3	1 700.0	0.0	Contract is with the Procurement Division for signature
Office building No. 4	1 700.0	0.0	
Regional Training and Conference Centre	2 500.0	0.0	Procurement process ongoing
Base-wide improvements of infrastructure: horizontal work	16 648.5	0.0	Procurement process ongoing
Subtotal	**22 548.5**	**0.0**	
Total	**171 544.5**	**35 788.6**	

Annex VIII

Planned construction projects valued at over $1 million, 2014/15

(Thousands of United States dollars)

Project description	*Budgeted cost*
UNISFA	
Flexible pavement of the airstrip and apron	4 570
Expansion of Abyei camp, relocation of the helipad/apron outside the main headquarters camp	4 580
Subtotal	**9 150**
MONUSCO	
Subtotal	**0**
UNSOA	
Replacement of substandard prefabricated accommodation	1 650
Construction of 2 new 200-man camps in Sector 2	4 800
Construction of 2 new 200-man camps in Sector 3	4 800
Construction of 1 new 250-man camp in Sector 4	3 000
Subtotal	**14 250**
MINUSMA (budget still under review)	
Reconstruction of existing pavement surfaces including milling, laying of asphalt base and wearing courses	13 200
Maintenance of runways in Gao, Kidal and Tessalit	1 900
Construction of apron extension and taxiways	3 600
Installation of prefabricated accommodation, hangars and rub halls at all major airstrips	1 000
Installation of prefabricated accommodation, offices, ablution units, kitchens, dining rooms, observation posts, camp management and support facilities with utilities in the transit camp	1 000
Installation of prefabricated accommodation, offices, ablution units, kitchens, dining rooms, camp management and mission support facilities, utilities in the camps	4 800
Installation of prefabricated and hard-wall office accommodation, workshops, warehouses, ablution units, kitchens, dining rooms, recreation facilities, observation posts, camp management and support facilities and centralized utilities	2 100
Installation of prefabricated and hard-wall office accommodation, workshops, warehouses, ablution units, kitchens, dining rooms, recreation facilities, observation posts, camp management and support facilities and centralized utilities	4 450
Installation of prefabricated and hard-wall office accommodation, workshops, warehouses, ablution units, kitchens, dining rooms, recreation facilities, observation posts, camp management and support facilities and centralized utilities	1 750
Subtotal	**33 800**

Project description	*Budgeted cost*
UNAMID	
Construction of 8 helipads at 8 team sites	2 000
Construction of 2 hard-wall warehouses	1 700
Construction of 2 solar power plants	1 000
Construction of 1 sanitary landfill in El Geneina and 10 controlled tipping sites in 10 team sites for the safe disposal of solid waste	1 500
Subtotal	**6 200**
UNDOF	
Construction of new UNDOF position to provide accommodation and office area	1 200
Subtotal	**1 200**
Regional Service Centre	
Internal road and storm drainage channels	1 002
Regional Training and Conference Centre	5 316
Regional Service Centre — offices Nos. 3 and 4	4 000
Base-wide improvements	5 411
Subtotal	**15 729**
Total	**46 529**

Annex IX

Resource requirements for the implementation of Umoja by financial period and peacekeeping mission

Mission	*Cost estimates (2012-13)*	*Cost estimates (2013-14)*	*Cost estimates (2014-15)*
MINURSO	373 800	108 490	372 800
MINUSMA	–	1 518 900	2 423 000
MINUSTAH	846 900	705 187	2 423 000
MONUSCO	2 211 400	1 518 864	6 150 600
UNAMID	2 211 400	1 518 864	6 150 600
UNDOF		108 460	372 800
UNFICYP	374 000	108 490	372 800
UNIFIL	841 775	705 187	2 423 000
UNISFA	381 500	705 187	2 423 000
UNMIK	373 800	108 460	372 800
UNMIL	841 530	705 187	2 423 000
UNMISS	2 211 400	1 518 864	6 150 600
UNOCI	846 800	705 187	2 423 000
UNSOA	846 800	705 187	2 423 000
UNLB	845 795	108 490	372 800
Total	**13 206 900**	**10 849 004**	**37 276 300**

Annex X

Communications and information technology personnel under all categories of personnel

	Professionals and higher category		*Field Service*		*Others*						
	Total GIS (P)	*Total P5-D1*	*Total GIS (FS)*	*Total FS*	*Total GIS (National)*	*Total NS/NPO*	*Total GIS (UNV)*	*Total UNV*	*Total GIS (contractors)*	*Total contractors*	*Total*
UNAMID	8	18	6	128	9	110	5	182	–	175	613
MONUSCO	6	24	3	73	6	210	7	94	–	64	465
UNMISS	5	8	2	57	7	25	7	30	–	166	286
MINUSTAH	1	3	–	28	–	80	2	34	–	57	202
UNOCI	1	3	1	50	4	65	2	7	–	28	153
UNMIL	–	5	2	27	2	67	–	32	–	15	146
UNIFIL	3	9	2	51	–	54	–	–	–	6	120
MINUSMA	8	12	3	37	5	64	4	14	–	67	194
UNISFA	1	1	3	9	–	4	–	4	–	38	56
MINURSO	1	2	–	15	–	16	1	2	–	4	39
UNMIK	–	1	–	8	–	15	–	4	–	8	36
UNTSO	–	–	–	15	–	13	–	–	–	–	28
UNDOF	1	2	–	11	1	12	–	–	–	–	25
UNFICYP	–	–	–	7	–	14	–	–	–	–	21
UNMOGIP	–	–	–	7	–	7	–	–	–	–	14
Global Service Centre, Valencia	–	6	–	5	–	15	–	–	–	167	193
Global Service Centre, Brindisi	2	9	1	7	4	49	–	–	–	114	179
United Nations Headquarters	7	26	–	–	1	12	–	–	–	–	38
RICTS (Entebbe)	–	–	–	2	–	4	–	1	–	–	7
UNSOA	2	7	2	25	4	22	–	–	1	39	93
UNAMA	2	3	–	22	2	47	2	9	–	–	81
UNAMI	–	3	–	19	–	38	–	–	–	–	60
UNSOM	1	1	–	7	–	13	1	1	5	17	39
BNUB	–	–	–	4	–	9	–	–	–	8	21
UNIPSIL	–	–	–	2	–	–	–	1	–	16	19
UNSMIL	–	–	–	4	–	6	–	–	–	3	13
BINUCA	–	–	–	5	–	7	–	–	–	–	12
UNIOGBIS	–	–	–	3	–	1	–	–	–	4	8
UNOAU	–	1	–	5	–	2	–	–	–	–	8
UNOWA	4	4	–	1	–	1	–	–	–	7	13
OJSRS	–	–	–	1	–	4	–	–	–	–	5

	Professionals and higher category		*Field Service*		*Others*						
	Total GIS (P)	*Total P5-D1*	*Total GIS (FS)*	*Total FS*	*Total GIS (National)*	*Total NS/NPO*	*Total GIS (UNV)*	*Total UNV*	*Total GIS (contractors)*	*Total contractors*	*Total*
UNSCO	–	–	–	1	–	2	–	–	–	–	3
UNRRCA	–	–	–	1	–	2	–	–	–	–	3
UNOCA	–	–	–	1	–	–	–	–	–	–	1
UNSCOL	–	–	–	–	–	–	–	–	–	–	–
SESG-Som	–	1	–	–	–	–	–	–	–	2	3
Total	**53**	**149**	**25**	**638**	**45**	**990**	**31**	**415**	**6**	**1 005**	**3 197**

Abbreviations: GIS, Global Information System; FS, Field Service; P, Professional; NS, national staff; NPO, National Professional Officer; UNV, United Nations Volunteer; OSJSRS, Office of the Joint Special Representative of the United Nations and the League of Arab States for Syria; RICTS, Regional Information and Communication Technology Section; UNRCCA, United Nations Regional Centre for Preventive Diplomacy for Central Asia; SESG-Som, Special Envoy of the Secretary-General for Somalia.

Annex XI

Nature of allegations for peacekeeping and special political missions supported by the Department of Field Support, for the year 2013

Nature of allegation	*MINUSMA*	*MINUSTAH*	*MONUSCO*	*UNAMID*	*UNFICYP*	*UNMIK*	*UNMIL*	*UNMISS*	*UNOCI*	*Total*
Sex with minors	1	1	4	–	–	–	1	–	–	7
Sexual assault[a]										
Victim under 18	1	2	5	–	–	–	–	1	–	9
Victim over 18	1	4	3	–	–	–	2	2	2	14
Trafficking of persons for sexual exploitation	–	–	–	–	–	2[b]	–	–	–	2
Exchange of money, employment, goods or services for sex (adults only)[c]	2	10	11	1	1	–	4	3	2	34
Other forms of sexual exploitation and abuse	–	–	–	–	–	–	–	–	–	–
Other violations of the provisions of ST/SGB/2003/13 (e.g., false reporting of sexual exploitation and abuse)	–	–	–	–	–	–	–	–	–	–
Total	**5**	**17**	**23**	**1**	**1**	**2**	**7**	**6**	**4**	**66**

[a] Non-consensual sexual activities, including rape.
[b] Counted as sexual abuse.
[c] Includes solicitation of prostitutes. Includes consensual sexual relations involving adults only; consensual sexual relations involving minors are listed under "Sex with minors".